



SUBJECT: 2019 compliance rates for mandatory employee training

TO: Audit Committee

FROM: Human Resources Department

Report Number: HR-02-20

Wards Affected: N/A

File Numbers: 335-01

Date to Committee: June 10, 2020

Date to Council: June 22, 2020

Recommendation:

Receive and file human resources department report HR-02-20 providing information about the 2019 compliance rates for mandatory employee training.

PURPOSE:

Vision to Focus Alignment:

- Deliver customer centric services with a focus on efficiency and technology transformation

Background and Discussion:

The City of Burlington is committed to the safety and success of our staff while at work. Training is one way that the organization ensures that staff have the necessary skills to do their job both safely and effectively. As an employer we are also mandated by the Ministry of Labour to provide training to our staff in the area of Health and Safety. As requested at the September 2019 Audit Committee, the focus of this report will be to report on the compliance rates for employee mandatory training. "Mandatory training" includes any and all training required by either the organization or legislated by the Ministry.

An analysis was completed to outline our organizational compliance/completion rates in 2019 to ensure we are meeting our requirements as an employer. Recommendations

are also included in this document that will support the organization to increase our compliance rates in 2020 and ensure we are minimizing our risk to the organization.

Our Training Room (OTR) is the Learning Management System (LMS) that tracks staff learning at the City of Burlington. Through this system supervisors and managers are provided completion reports which identify staff who are non-compliant and require training. A fully integrated LMS with reporting functionality is critical to managing training related risks. As the centralized application to track training, OTR allows for quick reporting and completion tracking both for people leaders and staff.

CURRENT STATE

Currently completion rates are managed through reports generated by OTR. Managers/Supervisors can report on their specific staff and are responsible for staff compliance.

COMPLIANCE RATES

Below is a listing of all mandatory courses and the organizations completion rates as of December 31st, 2019.

Course	% Completion Rate (As of December 31, 2019)		Regulated Training
	Full Time	Part Time/ Contract	
AODA - Customer Service Standards	96.9	91	✓
AODA - Design of Public Spaces Standards	91.9	67	✓
AODA - General Requirements	99	95	✓
AODA – Employment Standards	90.9	67	
AODA - Information and Communication Standards	100	NA	✓
AODA - Transportation Standards	100	NA	✓
Customer First Training	89.5	93	
CyberSecurity 101: The World of Cybercrime	80.5	69	
CyberSecurity 102: Hacking Humans	80	69	
CyberSecurity 103: Malware	78.7	66	
CyberSecurity 104: Securing Yourself	78.3	67	

EmpCenter - Approval	89.8	82	
EmpCentre - Direct Entry	96.3	84	
EmpCentre - Flex	94.7	NA	
Fraud Awareness	84.7	75	
Harassment Investigations	65.8	NA	
IMS 100 (Booklet & online exam)	63.4	NA	
More than a gut feeling - interviewing skills for hiring managers	52.7	NA	
Procurement 101	96.6	NA	
Respect in the workplace	99.4	98	
Supervisor Health and Safety Awareness	98.1	100	✓
WHIMIS	99.6	95	✓
Worker Health & Safety Awareness Training	99.8	96	✓

Notes from the data:

- Percentages are based on “active” employees who completed training as of December 31st, 2019.
- This list represents the all mandatory training. Not all staff are required to complete the full list of training. A breakdown of this training can be found in Appendix A.

Strategy/process

The following strategies have been identified to assist in increasing or maintaining our compliance rates in 2020:

- **Development of new leader orientation program**
 - Through a new people leader orientation program, the responsibilities of a manager/supervisor in ensuring completion of training will be emphasized. It will also include training to provide supervisors with the skills necessary to run reports in the LMS and track staff completion. This will provide the necessary skills to those staff who have ownership over training programs to follow-up directly with employees who are not in compliance.
- **Hire a Human Resources Associate, Health and Safety**
 - A dedicated HR Associate to Health and Safety was hired full-time in January 2020. This position will provide support and ensure consistency

help to drive compliance rates specifically in the area of Health and Safety.

- **Staggering training programs for new staff.**
 - o By staggering the required training staff will have more time to complete training when they are first onboarded.

Options Considered

Development of a training matrix by position is a good business practice that was considered. A broad training matrix, by position, will allow the organization to have a clear understanding of what training is required based on role and this can be built into an LMS. Currently there is not the employee capacity to build and execute this strategy.

Financial Matters:

N/A

Total Financial Impact

N/A

Source of Funding

N/A

Other Resource Impacts

N/A

Conclusion:

Training is a key component to ensuring a safe and compliant organization. In tracking our mandatory training, we are helping to mitigate risk to the City of Burlington by ensuring compliance with legislative requirements as well as providing the training necessary for staff to be successful at work. The recommendations listed above will assist in increasing our compliance rates with a goal of being 100% compliant. Annual reporting as to the compliance rates for each year and in comparison, to previous years will be provided to Audit Committee for consideration.

Respectfully submitted,

Andrea Naismith

Human Resources Consultant – Organizational Development

Ext. 7601

Appendices: (if none delete section)

- A. List of Mandatory Training Course by Employee type

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.

APPENDIX A**2019 Mandatory Corporate Courses**

Course Name	Delivery	Mandatory Audience	Timing
All Staff			
AODA – General Requirements	Online	All Staff	20 minutes
AODA – Customer Service Standards	Online	*All Staff	35 minutes
AODA – Employment Standards	Online	All Staff who are involved in the hiring process	12 minutes
AODA – Design of Public Spaces Standards	Online	All Staff who are involved in designing public spaces	20 minutes
AODA – Information and Communication Standards	Online	All Staff who are responsible for corporate communications	15 minutes
AODA – Transportation Standards	Online	All Staff who are involved with transportation standards	10 minutes
Driver Handbook Training	In-class	All Staff who drive City vehicles Exclusions: Transit Drivers & Fire Staff (they receive more extensive training).	2 hours
EmpCenter – Direct Entry	Online	All Staff who directly enter their hours of work into EmpCenter	30 minutes
Worker Health & Safety Awareness Training	Online	*All Staff	30 minutes
WHMIS	Online	*All Staff	25 minutes
COB New Hire Health & Safety Training	Online	All Staff Exclusions: Office workers and staff who are not exposed to multiple hazards.	45 minutes

Course Name	Delivery	Mandatory Audience	Timing
City Hall & Sims Square Facility Orientation	In-person	All staff who work out of City Hall or Sims Square	30 minutes
Communication on the CHSS for MSD Prevention	Online	All Staff	10 minutes
Communication on the CHSS for Working in Hot Weather (environments)	Online	All staff exposed to hot working environments	10 minutes
Communication on the CHSS for Working in Cold Weather (environments)	Online	All staff exposed to cold working environments	10 minutes
Communication on the CHSS for Vehicle and Equipment Pre-Use Inspections	Online	All staff that drive city vehicles and/or equipment	10 minutes
Communication on the CHSS for Chemical Management (MSDS/SDS Online)	Online	All staff that work with or may be exposed to Hazardous Products	10 minutes
Ergonomics E-Learning	Online	All manual labour occupations	20 minutes
Communication on the CHSS for Working at Heights	Online	All staff that may work at heights (3m or greater)	10 minutes
MOL Approved Working at Heights Training Course	In-class	All staff that may work at heights (3m or greater) Note: Refresher every 3 years for those regulated by Regulation 213 – Construction Projects	7 hours
Communication on the CHSS for Discovery of Hazardous Materials	Online	All staff that may through the course of their work discover or come across hazardous materials	10 minutes
Communication on the CHSS for Respiratory Protection	Online	All staff that may be required to wear a respirator Exclusions: Fire	10 minutes
Standard First Aid/CPR	In-class	Any staff member that is designated as a First Aider in the workplace	2 days

Course Name	Delivery	Mandatory Audience	Timing
Full-Time Staff			
Respect in the Workplace Training	In-class	All Full-time Staff	3 hours
IMS 100 (Booklet & online exam)	Self-Study	All Full-time Staff	3 hours
Customer First Training	Online	All Full-time Staff Exclusions: Transit Drivers complete this via in-house Ambassador training.	2.5 hours
EmpCenter – Flex	Online	All Full-time Staff working Flex hours	7 minutes
Part-Time Staff			
Customer First Training	Online	All Part-time Parks & Recreation Customer Service Staff	2.5 hours
Supervisory Staff & Delegated Authority			
EmpCenter –Approval	Online	All Staff who approve timesheets	30 minutes
Fraud Awareness	Online	All Supervisory Staff	30 minutes
Harassment Investigations	In-class	All Manager positions and above	7 hours
More Than A Gut Feeling – Interviewing Skills for Hiring Mgrs	In-class	All Supervisory Staff	7 hours
Procurement 101	Online	All Staff with delegated authority	25 minutes
Supervisor Health & Safety Awareness	Online	All Supervisory Staff	30 minutes
Communication on the CHSS for the Development of Safe Job Procedures	Online	All Supervisory Staff	10 minutes

Note:

**Crossing Guards will complete the majority of their mandatory training during their full-day orientation.*