



**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 31<sup>st</sup>, 2019.

<b>Course</b>	<b>% Completion Rate (As of December 31, 2019)</b>		<b>Regulated Training</b>
	<b>Full Time</b>	<b>Part Time/ Contract</b>	
AODA - Customer Service Standards	96.9	91	✓
AODA - Design of Public Spaces Standards	91.9	67	✓
AODA - General Requirements	99	95	✓
AODA - Information and Communication Standards	100	NA	✓
AODA - Transportation Standards	100	NA	✓
COB New Hire Health & Safety	99.1	84	
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	88.9	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	
MOL Approved Working at Heights	4.1	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	
Standard First Aid/CPR	42.1	81	
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 31<sup>st</sup>, 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**
  - o 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.**
  - 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**

<b>Course Name</b>	<b>Delivery</b>	<b>Mandatory Audience</b>	<b>Timing</b>
<b>All Staff</b>			
<b>AODA – General Requirements</b>	Online	All Staff	20 minutes
<b>AODA – Customer Service Standards</b>	Online	*All Staff	35 minutes
<b>AODA – Employment Standards</b>	Online	All Staff who are involved in the hiring process	12 minutes
<b>AODA – Design of Public Spaces Standards</b>	Online	All Staff who are involved in designing public spaces	20 minutes
<b>AODA – Information and Communication Standards</b>	Online	All Staff who are responsible for corporate communications	15 minutes
<b>AODA – Transportation Standards</b>	Online	All Staff who are involved with transportation standards	10 minutes
<b>Driver Handbook Training</b>	In-class	All Staff who drive City vehicles <b>Exclusions:</b> Transit Drivers & Fire Staff (they receive more extensive training).	2 hours
<b>EmpCenter – Direct Entry</b>	Online	All Staff who directly enter their hours of work into EmpCenter	30 minutes
<b>Worker Health &amp; Safety Awareness Training</b>	Online	*All Staff	30 minutes
<b>WHMIS</b>	Online	*All Staff	25 minutes
<b>COB New Hire Health &amp; Safety Training</b>	Online	All Staff <b>Exclusions:</b> 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) <b>Note:</b> 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 <b>Exclusions:</b> 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
<b>Full-Time Staff</b>			
<b>Respect in the Workplace Training</b>	In-class	All Full-time Staff	3 hours
<b>IMS 100 (Booklet &amp; online exam)</b>	Self-Study	All Full-time Staff	3 hours
<b>Customer First Training</b>	Online	All Full-time Staff <b>Exclusions:</b> Transit Drivers complete this via in-house Ambassador training.	2.5 hours
<b>EmpCenter – Flex</b>	Online	All Full-time Staff working Flex hours	7 minutes
<b>Part-Time Staff</b>			
<b>Customer First Training</b>	Online	All Part-time Parks & Recreation Customer Service Staff	2.5 hours
<b>Supervisory Staff &amp; Delegated Authority</b>			
<b>EmpCenter –Approval</b>	Online	All Staff who approve timesheets	30 minutes
<b>Fraud Awareness</b>	Online	All Supervisory Staff	30 minutes
<b>Harassment Investigations</b>	In-class	All Manager positions and above	7 hours
<b>More Than A Gut Feeling – Interviewing Skills for Hiring Mgrs</b>	In-class	All Supervisory Staff	7 hours
<b>Procurement 101</b>	Online	All Staff with delegated authority	25 minutes
<b>Supervisor Health &amp; Safety Awareness</b>	Online	All Supervisory Staff	30 minutes
<b>Communication on the CHSS for the Development of Safe Job Procedures</b>	Online	All Supervisory Staff	10 minutes

**Note:**

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