



SUBJECT: Mandatory legislative training compliance rates for 2021

TO: Audit Committee

FROM: Human Resources Department

Report Number: HR-06-22

Wards Affected: NA

File Numbers: 335

Date to Committee: June 8, 2022

Date to Council: June 21, 2022

Recommendation:

Receive and file human resources department report HR-06-22 providing information about the 2021 compliance rates for mandatory legislative 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 Health and Safety. The focus of this report will be on the mandatory legislated training required to be completed by staff as well as mandatory training for cyber security.

An analysis was completed to outline our organizational compliance/completion rates in 2021 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 2022 and ensure we are minimizing our risk to the organization.

Our Training Room (OTR) is the Learning Management System 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. Push reports are sent to Directors monthly with training completion rates.

Managers/Supervisors can report on their specific staff and are responsible for staff compliance.

COMPLIANCE RATES

Below is a listing of legislated mandatory courses as well as mandatory cyber security courses, and the organizations completion rates as of December 31st, 2021.

Course	% Completion Rate (As of December 31)		+/- from previous report	Regulated Training
	2019	2021		
AODA - Customer Service Standards	94	96.1	+	✓
AODA - Design of Public Spaces Standards	79.5	95.3	+	✓
AODA – Employment Standards	79	73.7	-	✓
AODA - General Requirements	97	91.6	-	✓
AODA - Information and Communication Standards	100	95.9	-	✓
AODA - Transportation Standards	100	100	N/A	✓
(*) Cyber Security: The World of Cybercrime	74.8	85.7	+	
(*) Cyber Security: Hacking Humans	74.5	85.4	+	
(*) Cyber Security: Malware	72.4	85.2	+	
(*) Cyber Security: Securing Yourself	72.7	85	+	
Cyber security training 2021	N/A	62.9	N/A	
How to avoid falling for a phish	N/A	75.6	N/A	
Intro to Multifactor Authentication	N/A	57.6	N/A	

Supervisor Health and Safety Awareness	99.05	91.1	-	✓
WHIMIS	97.3	94.2	-	✓
Worker Health & Safety Awareness Training	98	95.0	-	✓

Notes from the data:

- Percentages are based on “active” employees (full time/part-time/contract) who completed training as of December 31st, 2019 & 2021.
- Health and Safety communications are assigned to staff as programs and are developed with flexible with completion dates. That data is not included here.
- Cyber Security course content is now offered on an annual basis.
 - o Cyber Security Training 2021, How to avoid falling for a phish and Intro to Multifactor Authentication were all launched in 2021 for a 1-year period.
 - o Cyber Security Courses marked with a (*) were offered from 2019 to December 31st, 2021.
- This list represents all legislated mandatory training as well as Cyber Security training. Not every staff member would be required to complete the full list of training. A breakdown of all required training for staff can be found in Appendix A.
- COVID Impacts:
 - o capacity fluctuations of staff related to pandemic closures/re-openings – impacted ability to complete training
 - o Staff for training due to COVID-19 staffing shortages – staff were off due to sickness and the remaining staff were covering for the loss of staff.

Strategy/process

The following strategies have been identified to assist in increasing or maintaining our compliance rates in 2022:

- **Development of new leader orientation program**
 - o Through a new people leader orientation program which is in development, 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 program will provide the necessary skills to those who have ownership over training programs to follow-up directly with employees who are not in compliance.
- **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.

- **Reporting improvements**
 - A streamlined reporting process is key to improving completion rates. By consolidating current incomplete reports and providing this information to Directors, we are able to highlight outstanding training at the highest level.
 - **Workday Implementation**
 - The implementation of Workday will have a significant impact on the learning function, specifically our ability to track, report and enforce mandatory training completion. The following are ways that Workday implementation will assist:
 - A training matrix will be developed with training requirements linked to roles
 - People leaders will have real time information available about training completion rates of their staff
 - Incomplete training will be highlighted for staff as part of their employee dashboard
 - Push reminders to staff regarding incomplete training will be automated
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Financial Matters:

Not applicable

Total Financial Impact

Not applicable

Source of Funding

Not applicable

Other Resource Impacts

Not applicable

Conclusion:

Training is a key component to ensuring a safe and compliant organization. In tracking our mandatory legislative 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 completion rates for each year and in comparison, to previous years will be provided to Audit Committee for consideration.

Respectfully submitted,

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Appendices: (if none delete section)

A. 2021 Mandatory Corporate Courses

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.