

ANALYSIS OF PROFESSIONAL DEVELOPMENT BUDGET - 2020

Professional Development and Training Expenditures

The largest slice of the pie chart is the Professional Development Training and Travel account which is used to record costs associated with technical training (e.g. Information Systems training on new or updated software, Paramedic and Fire Training, Water / Wastewater ongoing education units), attendance at conferences, workshops and online courses including travel costs where applicable. This account also includes health and safety training costs specific to and paid by the operating departments to provide critical and operational health and safety training. Costs associated with online courses and webinars are also included in this account and staff are utilizing technology to reduce/minimize costs associated with professional development.

This category also contains business travel expenses for meetings, municipal conferences, benchmarking meetings with other Municipalities (e.g. various Regional and Single Tier groups, MARCO and LUMCO Committees), site visits, meetings with senior levels of government and regulatory hearings.

Membership and Association Dues are attributable to dues paid by CGS on behalf of Employees or Councillors, or in certain circumstances, corporate memberships or memberships that cover multiple Employees. Examples of large expenditures in this category include Municipal Memberships in organizations such as the Federation of Canadian Municipalities, Association of Municipalities of Ontario, Ontario Recreation Facilities Association, the Ontario Good Roads and the Canadian Urban Transit Association.

The Professional Development Cost HR Only accounts includes corporate Health and Safety Training account are used to provide centralized, broad based development initiatives sponsored by Human Resources and Organizational Development which appear on our Training Calendar. This account is also used to fund expenses associated with the development and maintenance of our Talent Development infrastructure and our annual Health and Safety Training obligations such as First Aid, WHMIS and health and safety training for Supervisors and Joint Health and Safety Committee Members.

The Professional Certification and Accreditation account funds discipline-specific certification, license or association fees paid to maintain membership in good standing provided it is a requirement on a job description or contract of employment and is often a legal requirement in order to be able to perform the duties of the position.

Professional Development Tuition is the account which is used to fund expenses under CGS's Tuition Reimbursement Policy and is used for specific courses/degrees/diplomas specific to a job or deemed beneficial to the organization.

Expenditures for 2018

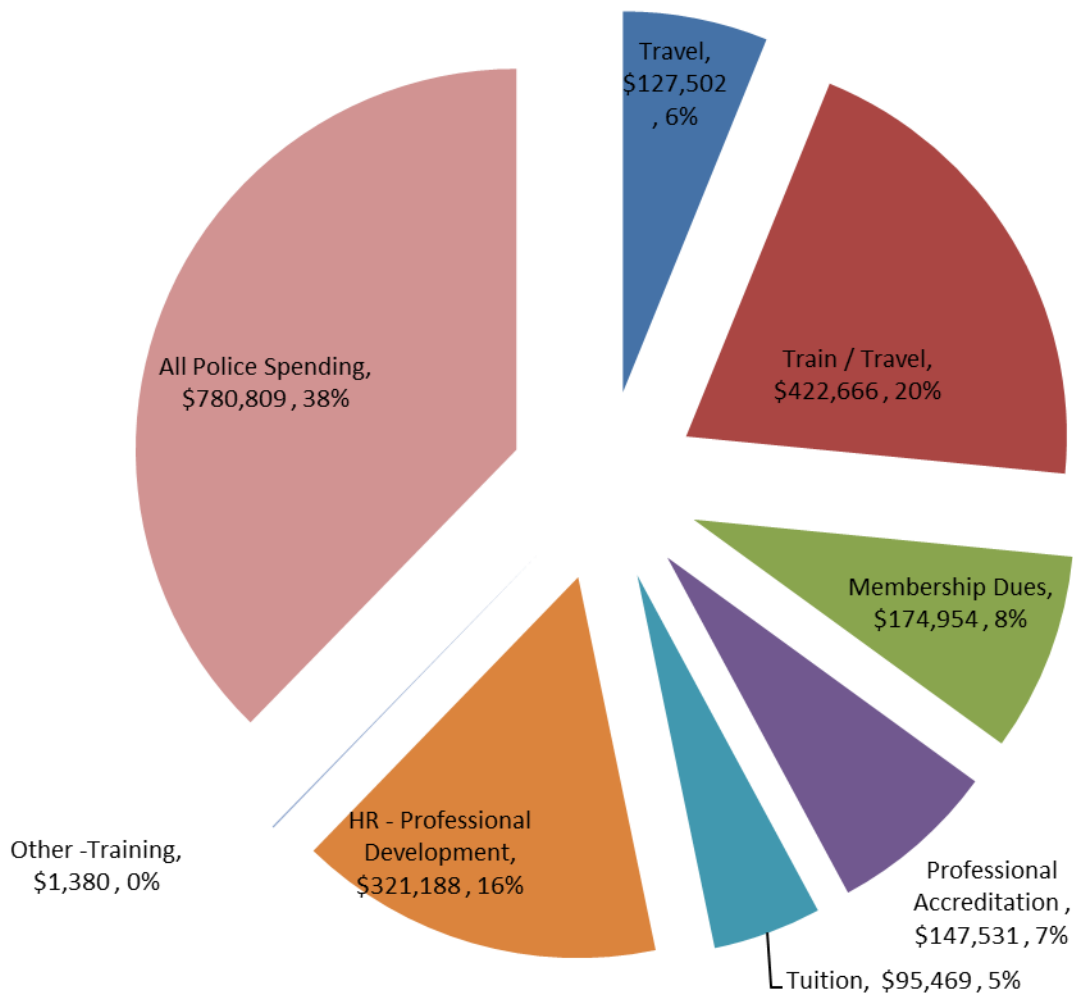
As we do not have a full year of expenditures, we've pulled a chart to show the 2018 actual expenditure for the various sub-accounts that total to the overall expenditure on Professional Development and Training.

The total budget for all professional development and training in 2018 was \$ **1,785,270** and total spending was \$ **2,071,499**.

2018 Actual Expenditures

Total Expenditures: \$ 2,071,499

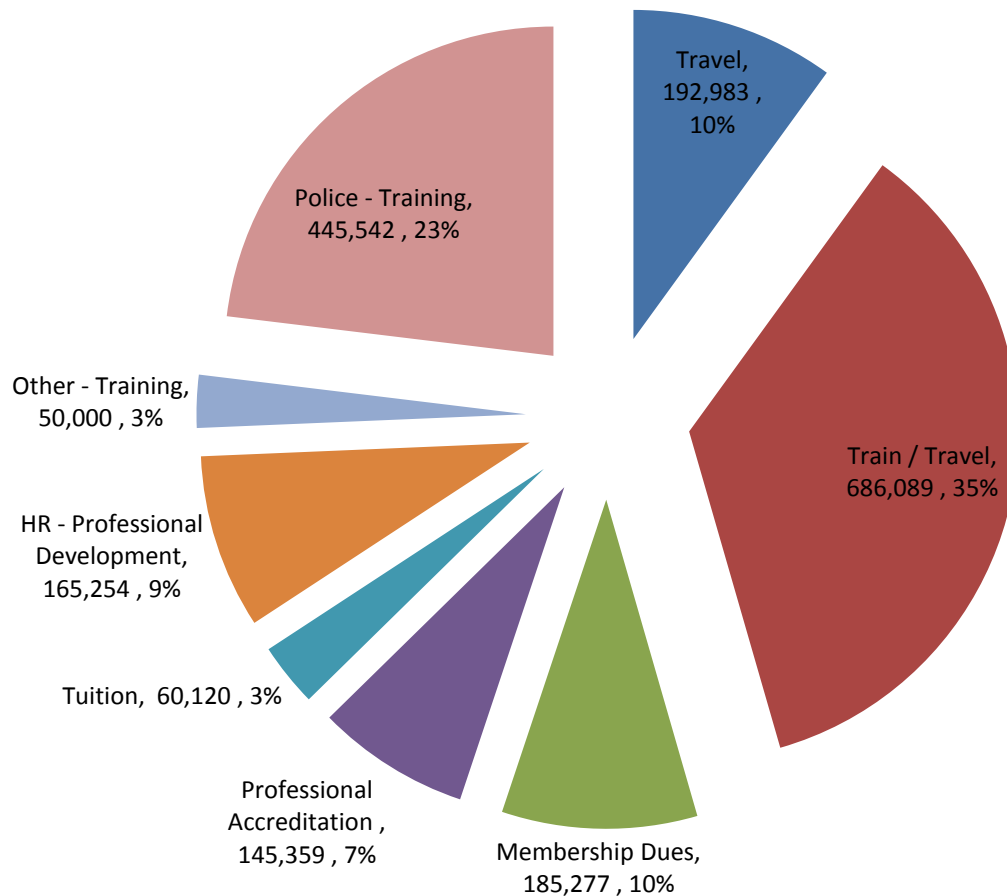
Professional Development Actual Spending 2018



Budget 2020

Total Budget: \$1,930,624

Professional Development Proposed 2020 Budget



PDCostHROnly – Corporate Training Account

There is a substantial variance in the account called PDCostHROnly. This is the corporate training account which HR administers on behalf of the entire organization and is sometimes overspent depending on the professional development activity in a given year.

For 2019, the budget for that account is \$87,627 and we are projecting an annual expenditure of \$231,063. We did not proceed with a number of initiatives in the second half of this year as we attempt to lessen the impact of the overall corporate deficit.

Expenditures include the following activities:

- Leadership Development – Coaching, 360 Evaluation
- Recruitment Tool and Assessment
- Management Off-Site Meetings
- Northern Leadership Development Program – 5 Participants in local leadership program
- Corporate training initiatives/plan elements: Train the Trainer training for Customer Service Training, Learning Management Software system, Technical skill training (Presentation skills, Report writing) and Behavioural Competency training (Emotional Intelligence, Innovation, Conflict Resolution, Performance Management, Coaching).

At the end of the year, any surplus or deficit is accountable to the Organizational Development Reserve (OD Reserve), so we can mollify the impacts of this on the bottom line and retain some funds to smooth expenditures in future years where we have underspend and the corporation is an surplus position. The OD Reserve was established by Council in 2006 and is funded by under expenditure in Professional Development funds in years when CGS is in an overall surplus budget position.

Comparator Data

The most recent Conference Board reports in their 2018 [Learning and Development Outlook](#), Canadian employers spent, on average, \$889 per employee on learning and development in 2016–17, an increase of \$89 per employee since 2014-15.

<https://www.conferenceboard.ca/press/newsrelease/2018/01/31/canadian-employers-investment-in-employee-learning-and-development-continues-to-rise?AspxAutoDetectCookieSupport=1>

In comparison to other Ontario municipalities who participate in the Human Resources Benchmarking Survey, CGS proposed budget for 2020 is an expenditure of \$278 per employee. The HRBN average expenditure per employee for six other Ontario municipalities who participate is \$350 per employee.

Attendance at Job-Related Training, Seminars and Conferences

Notwithstanding that CGS has a stand-alone Travel Policy. The Policy outlines the process for approval of job related training, conferences and seminars, information which must be provided to justify the investment in the training and guidelines for allowable expenses and conduct while attending a training event. It delineates Manager and Employee responsibilities and provides for certain pieces of information to be available to the authorizer of the rare incidents of out-of-province travel for professional development purposes.

Additional control measures were implemented in 2012 for approval of attendance at the same event for more than one employee and to access internal training wherever possible.

Expenditures for Attendance at Out of Province and Out of Country Professional Development Activities

Training, seminars and conferences require either "in-town" or "out-of-town" travel approval. This ensures that all training related travel is authorized in advance by a Manager or Director and the benefits to CGS are listed in the details section of the appropriate forms. Further, any out-of-province travel (and by extension, training, seminars or conferences) is authorized by the Executive Leadership Team (ELT) Member, CAO and Mayor after consideration of the same detail.