

**Chief Financial Officer's Report to
Audit Committee
2019 March 22**

**ISC: UNRESTRICTED
AC2019-0308**

Human Resources Challenges and Opportunities

EXECUTIVE SUMMARY

Human Resources (HR) has developed a presentation that provides an update on their future challenges and opportunities. This action has been taken as a result of direction received by Administration through Audit Committee 2018 October 24 with respect to Report AC2018-1210. The presentation focuses on trends HR is watching and opportunities identified to successfully support City staff and leadership to deliver services to citizens and make life better every day.

HR has met with the Chair of Audit Committee on 2019 March 20. Due to the timing of report submission deadlines, the results of that meeting are not reflected in this report.

ADMINISTRATION RECOMMENDATION:

That Audit Committee:

1. Receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 October 24 Audit Committee, with respect to Report AC2018-1210, approved the following:

Direct the Human Resources and Finance Business Units be added to the Audit Committee 2019 Work Plan in Q1 and Q4 respectively, and that they work with the Chair and Vice-Chair of Audit Committee on the development of a presentation providing an update on their future challenges and opportunities.

BACKGROUND

On 2018 October 24, IT presented the Information Technology Challenges and Opportunities (AC2018-1210) to Audit Committee. As a result of that presentation Audit Committee requested HR and Finance to bring forward similar presentations to Audit Committee by 2019 Q1 and Q4 respectively.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Not Applicable

Stakeholder Engagement, Research and Communication

HR met the Chair of Audit Committee on 2019 March 20.

Strategic Alignment

As an enabling service, HR contributes to the effective execution of all Citizen Priorities and associated Council Directives. HR strengthens the workforce and shapes the workplace by providing HR strategies, governance, programs and services, partnering to find solutions and advising on sound workplace practices. HR's work serves to influence and reinforce desired corporate culture, leadership effectiveness and business performance to benefit all Calgarians.

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As such The Human Resources Challenges and Opportunities report is aligned with:

- I. All Citizen priorities
- II. All Council directives
- III. The 2019-2022 Service Plans and Budgets.
- IV. Council's Guidelines for Administration:
 - Integrated Service delivery
 - Engaged leadership
 - Trust and Confidence
 - Investment and value
 - Corporate Alliance
- V. Administration's commitments to:
 1. Sustain a cooperative and meaningful relationship with Council;
 2. Foster a safe and respectful workplace for all employees;
 3. Continue to promote a progressive public service culture through One City, One Voice;
 4. Focus attention on planning and building a resilient city, including flood mitigation and climate change;
 5. Enhance service to our customers and communities, including citizens and businesses; and
 6. Further strengthen the Corporation's financial position.

Social, Environmental, Economic (External)

Not Applicable

Financial Capacity

Current and Future Operating Budget:

There are no operating budget implications as a result of this report.

Current and Future Capital Budget:

There are no capital budget implications as a result of this report.

Risk Assessment

Information from HR's service risk registers is included in Attachment 1 - Human Resources Challenges and Opportunities presentation, on slide 5, under "What we are watching: Trends and Risks".

REASON(S) FOR RECOMMENDATION(S):

As a result of Audit Committee direction from 2018 October 24, Human resources has brought forward today's presentation on HR challenges and opportunities facing The City of Calgary.
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ATTACHMENT(S)

1. Attachment 1 – Human Resources Challenges and Opportunities