

1 **UNDERTAKING**

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3 **Undertaking**

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5 TO PROVIDE A BREAKDOWN OF THE INCREASED COSTS IN HUMAN
6 RESOURCES FUNCTION BETWEEN 2008 AND 2011
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9 **Response**

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11 Human Resource costs increase by \$5 million from 2008 to 2011 primarily due to the
12 need to support staff growth. Human Resources provides the infrastructure for recruiting,
13 training and engaging staff. It is important to hire the right people, invest in their training
14 and development and provide appropriate related support (eg. pay and benefits admin.).
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16 A summary of the main components of the increase in costs is as follows:
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18 Labour Costs related to additional staffing related work (\$2.2M):

- 19 • recruitment support related line of business staff hiring
- 20 • succession planning for HR Operations
- 21 • developing and managing training programs
- 22 • developing diversity programs
- 23 • compensation and benefits support work for new staff

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25 External Support for increased hiring (\$1.0M)

- 26 • includes recruitment, testing, assessment

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28 HR systems data conversion and management (\$0.5M)

- 29 • to ensure all appropriate staffing information is set up and maintained in HR system
30 and to meet new data/information requirements are met.

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32 Staff Assessments (\$0.4M)

- 33 • includes assessment of high potential staff and apprentices

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35 Employee Engagement Survey (\$0.3M)

- 36 • to track engagement and improvements

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38 Cost Escalation (\$0.4M)

- 39 • general increase in HR labour costs from 2008-2011