

To: Finance Committee

From: Jag Sharma, City Manager,  
Office of the City Manager

Report Number: FIN-17-76

Date of Report: September 29, 2017

Date of Meeting: October 5, 2017

Subject: Overtime Follow-up Audit

File: C-3100

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## **1.0 Purpose**

The purpose of this report is to present the K.P.M.G. Overtime Follow-up Audit report (Attachment 1).

## **2.0 Recommendation**

That the Finance Committee recommend to City Council:

That Report FIN-17-76 dated September 29, 2017 and Attachment 1, being the K.P.M.G. Overtime Follow-up Audit be received for information and that the recommendations and management responses in the K.P.M.G. audit be endorsed as the general basis for implementing improvements to overtime.

## **3.0 Executive Summary**

Not applicable.

## **4.0 Input From Other Sources**

The Overtime Follow-up Audit by K.P.M.G. was conducted with the involvement of the appropriate City employees.

## **5.0 Analysis**

On November 28, 2016, Council endorsed the 2017 Audit Plan. The Plan was comprised of six audits, as follows:

- Overtime Follow-up
- IT Function

- Work Order Management
- Cyber Risk and Maturity Assessment
- Recruitment and Retention of Staff
- Administrative Monetary Penalties

The IT Function and the Overtime Follow-up audits are now complete. The remaining audits are underway.

The Overtime Follow-up audit contains six recommendations (four medium risk and two low risk) related to the following inter-related aspects:

1. Modification to the workforce planning practices (medium risk)
2. Tracking of “regular” vs. “ad hoc” overtime data (medium risk)
3. Tracking of exempt group overtime data (medium risk)
4. Collective Agreement negotiation (medium risk)
5. Succession planning (low risk)
6. Investment in systems and software (low risk)

The K.P.M.G. recommendations and the City’s management response will be the basis for implementing improvements to overtime.

## **6.0 Financial Implications**

There are no financial implications at this time.

## 7.0 Relationship to the Oshawa Strategic Plan

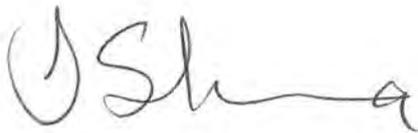
This report responds to the Council-approved principle of financial stewardship, which underlies the Oshawa Strategic Plan. It also responds to the goals of Economic Prosperity – Ensure economic growth and a sound financial future, with specific connection to the theme of responsible taxation. This report also addresses the goal of Accountable Leadership – Ensure respect, responsiveness and transparency and the theme of our corporate culture demands excellence and respect, which speaks to creating an environment of excellence that attracts and retains the best employees, and understanding and supporting our most important resource – our employees.



Helen Break, Director, Strategic Initiatives,  
Office of the City Manager



Stephanie Sinnott, Executive Director  
Finance Services/Treasurer



Jag Sharma, City Manager,  
Office of the City Manager



# City of Oshawa

## Overtime Follow-up Review

### Overall report rating:

Yellow – Green: Significant assurance with minor improvement opportunities

KPMG LLP

September 24, 2017

This report contains 18 pages

Appendices comprise 6 pages



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- C. Staff Involvement and Documents Reviewed

## Distribution

To (for action):

- CLT

cc (for information):

- Glenn Simmonds, Director, Operations Services
- Patrick Lee, Acting Director, Engineering
- Derrick Clark, Fire Chief

Sponsor

- Visha Sukdeo, Interim Director, Human Resource Services

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## Section One

### Executive Summary

#### Conclusion

We have provided a rating of significant assurance with minor improvement opportunities (yellow-green) for this Overtime Follow-Up review. Overall, overtime is beginning to show a trend of decreasing as efforts to reduce overtime take effect. The Corporation has taken positive steps to increase awareness around the impact of overtime and continuous improvement initiatives to streamline some processes, as well as recruiting to key positions where demand was greatest. When benchmarked to other comparable municipalities within the Ontario municipal sector, the Corporation's average overtime costs per employee is firmly "middle of the pack" (Appendix A). However, there are some initiatives that the Corporation may undertake to better manage overtime and ensure it is the region's employer of choice. Work is also needed to consider workforce planning practices in contract negotiations with unions and the hours of work, to ensure that the workforce is able to deliver on the services required.

During the previous audit in this area in 2015, data was not sufficiently available or complete in relation to overtime. In this audit we were able to analyze overtime data from 2015 and 2016 across the Corporation, looking at: 1) total overtime by year and branch, 2) overtime per employee by year and branch, 3) top 10 employees by total overtime and branch. Based on this analysis, we selected the following branches for further analysis: 1) Fire Suppression and Communications, 2) Design and Construction Services, 3) Human Resource Services, 4) Parks, 5) Road Operations.

As part of a deeper dive into the five branches outlined above, we held interviews with Branch management/staff to identify driving factors of overtime. Overall, each branch has different drivers in line with branches' distinct natures (see Appendix B). We also attempted to perform analyses over the Corporation's overtime data; however, in most cases, the various sources of overtime data did not contain "reason" indicators which made it difficult to understand the nature of the overtime and identify the most appropriate actions to reduce it, where appropriate. The Corporation should begin to track the nature/reason for overtime manually in the short-term but electronically in the medium to long-term. Furthermore, the Corporation should track all overtime incurred (both paid and unpaid) to be able to perform analysis on positions which are not eligible to claim overtime compensation. These two initiatives will allow for more detailed analysis and development of overtime management strategies.

As part of our work, we noted that the Corporation's workforce planning practices do not take into account "non-productive" time such as sick days, vacation time, family days, lieu



time and paid holidays. As a result, when additional resources are required to maintain the Corporation's service standards, overtime is incurred. The Corporation should modify its workforce planning practices to better resource tasks and manage both paid and unpaid overtime levels where appropriate to do so.

We noted that succession planning for the replacement of managers and supervisors will be formalized starting in 2018. In addition new hires currently have little to no overlap with experienced hires which has resulted in inefficiencies. Efforts should continue to be made to formalize a succession planning strategy for managers and supervisors.

Currently, the collective agreements specify certain "regular hours" outside of which overtime must be paid. For example in some areas normal hours of work are 7am to 3pm and any time worked outside of that automatically qualifies for overtime. In addition, some branches must operate outside of these normal working hours as specified in the collective agreement, incurring overtime costs. The Corporation should discuss the flexibility of working hours with the unions to enhance service provision.

## **Background**

This review forms part of the Internal Audit Plan for 2017 for the City of Oshawa ("Corporation"). We followed up on our previous work around overtime collection and data completed as part of the 2015 audit plan. As part of that review there was a key recommendation identified around the need for a more in-depth look at overtime, data and information related to overtime and whether overtime could be better managed or avoided through different working practices. We acknowledge that overtime should not be avoided entirely, and in some cases it is better to manage resourcing with the use of overtime, where it does not become excessive. However, better understanding the drivers of overtime can provide insight to the appropriate staffing practices and to ensure best use of taxpayer dollars.

The Corporation wants to be an employer of choice and the appropriate management of overtime is a factor in achieving this. This review is the next step in better understanding overtime practices, processes and costs with the objective of achieving better deployment of overtime and more efficient use of overtime. The purpose of this review was to look to determine whether the Corporation may have a problem with overtime, where the problem may be, what is causing it and what opportunities exist to keep the Corporation's use of overtime balanced. From the results of the work performed, the Corporation does not appear to have a problem with overtime as it was comparable to other Corporations. However, there are opportunities to improve the collection of data relating to overtime, as well as opportunities to reduce overtime in those areas included in this review.



For the purposes of this review overtime refers to overtime paid to staff, lieu time, and unpaid overtime worked by exempt group staff (they receive one week in lieu of banking lieu time).

## Objectives

Objective	Description of work undertaken
<p><b>Objective one</b></p> <p>To collect and review data relating to overtime across the branches and divisions</p>	<p>We collected and analyzed overtime related data for the divisions and branches across the Corporation for 2014, 2015 and 2016. This included the following:</p> <ul style="list-style-type: none"> <li>— Overtime paid for all staff in that division / branch;</li> <li>— Lieu time accrued and used for all staff in that division / branch; and</li> <li>— Unpaid overtime for exempt group staff in that division / branch.</li> </ul> <p>— The completeness of the analysis was dependent on data availability and varied across the Corporation. There was reliance placed on the accuracy of data collected, particularly for lieu time and unpaid overtime where it was recorded. We did not audit the accuracy.</p> <p>The aim of this objective was to identify areas which may be considered outliers in terms of overtime in order to focus our review for Objective Two. We selected five divisions / branches initially for Objective Two using existing data and metrics such as overtime per capita and individual staff with high levels of overtime, taking account of anomalies that could have caused increases in overtime.</p>
<p><b>Objective two</b></p> <p>To perform a deep dive into areas where overtime is considered an outlier</p>	<p>We used the analysis generated as part of Objective One to select a sample of areas (Fire Suppression and Communications, Design and Construction Services, Human Resource Services, Parks, Road Operations) in which to undertake a deep dive considering current working practices, resources, demand for services and why levels of overtime may be higher. This element of the review specifically considered:</p> <ul style="list-style-type: none"> <li>— What are the current drivers of overtime in the selected division / branch;</li> <li>— Any actions which could be taken to reduce overtime where it is appropriate to do so;</li> <li>— Whether the current staffing practices are appropriate given the drivers of overtime;</li> </ul>



Objective	Description of work undertaken
	<ul style="list-style-type: none"> <li>— Consideration of alternative methods of delivering services in the areas selected (with comparative analysis from the municipal and other sectors); and</li> <li>— Any other factors or changes that should be considered around overtime.</li> </ul> <p>The aim of this objective was to consider reasons for overtime and identify ways to better manage it across the Corporation, where necessary.</p>

**Areas for development (high and medium priority only)**

- **Modify Workforce Planning Practices Methodology:** Currently, workforce planning practices at the Corporation do not take into account “non-productive” time such as sick days, vacation time and paid holidays, family days and time in lieu. The Corporation should incorporate estimates of “non-productive” time into its workforce planning practices to more accurately estimate the resources required for the Corporation’s operations (see Recommendation One).
- **Tracking of “Regular” vs “Ad Hoc” Overtime Data:** Currently, overtime data at the Corporation is not tracked in a manner that allows for analysis of regular vs ad hoc overtime. The Corporation should consider options to track the amount, reason and nature of overtime incurred via an electronic system. The specific nature and reason of overtime should facilitate further analysis and opportunities from a continuous improvement perspective should be considered to reduce overtime where it is appropriate to do so (see Recommendation Two).
- **Tracking of Exempt Group Salary Level Q and Above Overtime Data:** Currently, overtime data is not tracked for most of the exempt group salary level Q and above. Without the data on overtime worked by this group, it is difficult to perform analysis and create mitigation strategies. The Corporation should track overtime manually at first and electronically in the medium to long-term for all individuals regardless of whether overtime results in pay. This data should be periodically analyzed and mitigation strategies implemented where appropriate (see Recommendation Three).
- **Collective Agreement Negotiation:** Currently, the collective agreements specify certain “regular hours” outside of which overtime must be paid. In order to maintain Corporation service levels, most branches need to operate outside of the normal working hours specified in the collective agreement, incurring overtime costs. The Corporation should negotiate the collective agreements to provide greater flexibility in



what are considered “regular hours” to ensure the service standards expected by the public are met (see Recommendation Five).

### Recommendations raised

We have raised the following recommendations (high priority represents the most urgent and high risk category):

	High	Medium	Low	Total
Raised	0	4	2	<b>6</b>
Accepted	0	4	2	<b>6</b>

### Acknowledgement

We thank the staff involved for their help in completing this review.

### Contact Information

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## Section Two

### Recommendations

This section summarizes the recommendations that we have identified from our work. We have given each of our observations a risk rating as follows:

Priority rating for recommendations raised		
<p><b>High – (Priority One):</b> Issues arising referring to important matters that are fundamental and material to the system of internal control. The matters observed might cause a system objective not to be met or leave a risk unmitigated and need to be addressed as a matter of urgency.</p>	<p><b>Medium – (Priority Two):</b> Issues arising referring mainly to issues that have an important effect on the controls but do not require immediate action. A system objective may still be met in full or in part or a risk adequately mitigated, the weakness represents a deficiency in the system.</p>	<p><b>Low – (Priority Three):</b> Issues arising that would, if corrected, improve internal control in general but are not vital to the overall system of internal control. These recommendations are of leading practice as opposed to weaknesses that prevent systems objectives being met.</p>

#	Risk	Recommendation	Management response, executive and deadline
1	Med	<p><b>Modify Workforce Planning Practices Methodology</b></p> <p><u>Issue:</u> Currently, workforce planning at the Corporation does not take into account “non-productive” time such as sick days, vacation time, family days, lieu time and paid holidays.</p> <p><u>Impact:</u> Each employee is entitled to 3-6 weeks of vacation, 14 paid holidays, and unplanned absences (sick leave) can also occur. Assuming a minimum of 29 “non-productive” days (3 weeks’ vacation + paid holidays), this is equivalent to 11% of an employee’s annual working hours under the current practices and could be as high as 17%. Without taking into account “non-productive” time, the Corporation’s resource planning practices</p>	<p>Management agrees with the recommendation.</p> <p>The Corporation will review and enhance its workforce planning practices to include “productive” and “non-productive” time.</p> <p>The updated workforce planning practices will be developed based on internal stakeholder engagement, alignment with current practice and tools, identification of productive and non-productive time, and review of established leading practices.</p> <p>Executive Director, Human Resource Services – Q2 2018</p>



#	Risk	Recommendation	Management response, executive and deadline
		<p>will likely not staff the resources required to maintain service standards. As a result, paid and unpaid overtime is incurred to maintain the Corporation's high standards of service.</p> <p><u>Recommendation:</u> The Corporation should incorporate estimates of "non-productive" time into its workforce planning practices to more accurately estimate the resources required for the Corporation's operations.</p>	
2	Med	<p><b>Tracking of "Regular" vs "Ad Hoc" Overtime Data</b></p> <p><u>Issue:</u> Currently, overtime data at the Corporation is not tracked in a manner that allows for analysis of regular vs ad hoc overtime. Regular overtime is defined as overtime which is scheduled and occurs normally every period (e.g. downtown flower planters watered every Saturday and Sunday). Ad hoc overtime is defined as overtime which is unplanned and reactionary (e.g. crews working to restore service after an ice storm).</p> <p><u>Impact:</u> Without having the data to be able to ascertain the reason and nature of overtime, it is difficult to perform analysis to identify areas for improvement. Regular overtime should be analyzed for creation of overtime management strategies.</p> <p><u>Recommendation:</u> In the short term we recommend a continuous improvement exercise be undertaken to identify regularly scheduled overtime and develop possible solutions to minimize this where appropriate. In the longer term, the Corporation could look to procure an electronic system to track the nature and reasons for overtime being incurred.</p>	<p>Management agrees with the recommendation.</p> <p>The Corporation is in the final stages of developing and implementing an overtime approval and tracking policy, which includes a mechanism to identify and analyze high overtime usage.</p> <p>High usage resulting from scheduled or ad hoc overtime would be identified through this process.</p> <p>The procurement of an electronic system to track the nature and reasons for overtime being incurred is budget dependent.</p> <p>The Corporation would benefit from a continuous improvement exercise, once areas with excessive regularly scheduled overtime have been identified through the new tracking methods, and development of possible solutions to minimize, where appropriate.</p> <p>The continuous improvement exercise will include an internal survey/focus groups, review of established and leading practices, and the</p>



#	Risk	Recommendation	Management response, executive and deadline
		Standard reason codes could be used for tracking regular overtime.	development of guidelines/strategies to minimize scheduled overtime.  Executive Director, Human Resource Services – Q1 2018
3	Med	<p><b>Tracking of Exempt Group Salary Level Q and Above Overtime Data</b></p> <p><u>Issue:</u> Currently, overtime data is not tracked for most managers and other senior staff in the Exempt Group salary level Q and above. These Exempt Group staff do receive an additional week of vacation in lieu of working more than 37.5 hours in overtime. Through discussions, we received reports that attempts to minimize overtime costs have resulted in management taking on more work. Without the data on overtime worked at the management level, it is difficult to perform analysis and create mitigation strategies.</p> <p><u>Impact:</u> High levels of overtime may result in the Corporation losing talented individuals.</p> <p><u>Recommendation:</u> The Corporation should track overtime manually at first and electronically in the medium to long-term for all individuals regardless of whether overtime results in pay. This data should be periodically analyzed and mitigation strategies implemented where appropriate.</p>	<p>Management agrees with the recommendation.</p> <p>The Corporation will devise a sytem to consistently manually track exempt group overtime. Electronic tracking in future will require budget allocation. The Corporation’s understanding is that the practice of exempt group, salary level Q and above working excessive overtime on a continuous and sustained based (e.g. 14 hour days) is not pervasive across the organization.</p> <p>The Corporation would benefit from a continuous improvement exercise to a) identify areas in the organization where exempt group staff, salary level Q and above, work excessive overtime on a continuous and sustained basis, and b) develop possible solutions to minimize this practice, where appropriate.</p> <p>The continuous improvement exercise will include an internal survey/focus groups, review of established and leading practices, and the development of guidelines/strategies to reduce/eliminate exempt group, salary level Q and above working excessive overtime on a continuous and sustained basis.</p> <p>Executive Director, Human Resource Services – Q1 2018</p>



#	Risk	Recommendation	Management response, executive and deadline
4	Med	<p><b>Collective Agreement Negotiation</b></p> <p><u>Issue:</u> Workforce planning practices, collective agreement negotiation and hours of work should be considered together. Currently the collective agreements may specify certain “regular hours” outside of which overtime must be paid. For example, the CUPE Local 250 Outside Workers agreement specifies 7 am – 3 pm as normal working hours for several operational areas.</p> <p><u>Impact:</u> In order to maintain service levels, operational areas (e.g. Parks, Roads Operations) must operate outside of these working hours. As a result, overtime costs are incurred.</p> <p><u>Recommendation:</u> During negotiation of the collective agreements, the Corporation should attempt to negotiate flexibility into the working hours of staff who are covered by the collective agreements. This could include staggering working hours of staff to ensure greater coverage and ensuring service standards are maintained.</p>	<p>Management agrees with the recommendation.</p> <p>Some flexibility in working hours was obtained during most recent CUPE Local 251 bargaining, which just concluded in July 2017. Negotiations will continue to include discussions around workforce planning practices and hours of work</p> <p>Executive Director, Human Resource Services – Q1 2018 for CUPE Local 250 and 2020 for CUPE Local 251</p>
5	Low	<p><b>Succession Planning</b></p> <p><u>Issue:</u> Currently, succession planning at the manager level and below is not formalized, with new hires having little to no overlap with experienced hires. We noted that succession planning for the replacement of managers and supervisors will be formalized starting in 2018.</p> <p><u>Impact:</u> Without a handover from experienced hires or a full onboarding program, new hires are less efficient. This inefficiency potentially results in overtime.</p>	<p>Management agrees with the recommendation.</p> <p>Succession planning is being formalized for managers and supervisors in 2018. Each department is to review talent at the levels below the manager level, consistent with the process used for more senior levels. This will become an annual process that will focus on building the Corporation’s internal pipeline to fill critical and vacant positions.</p>



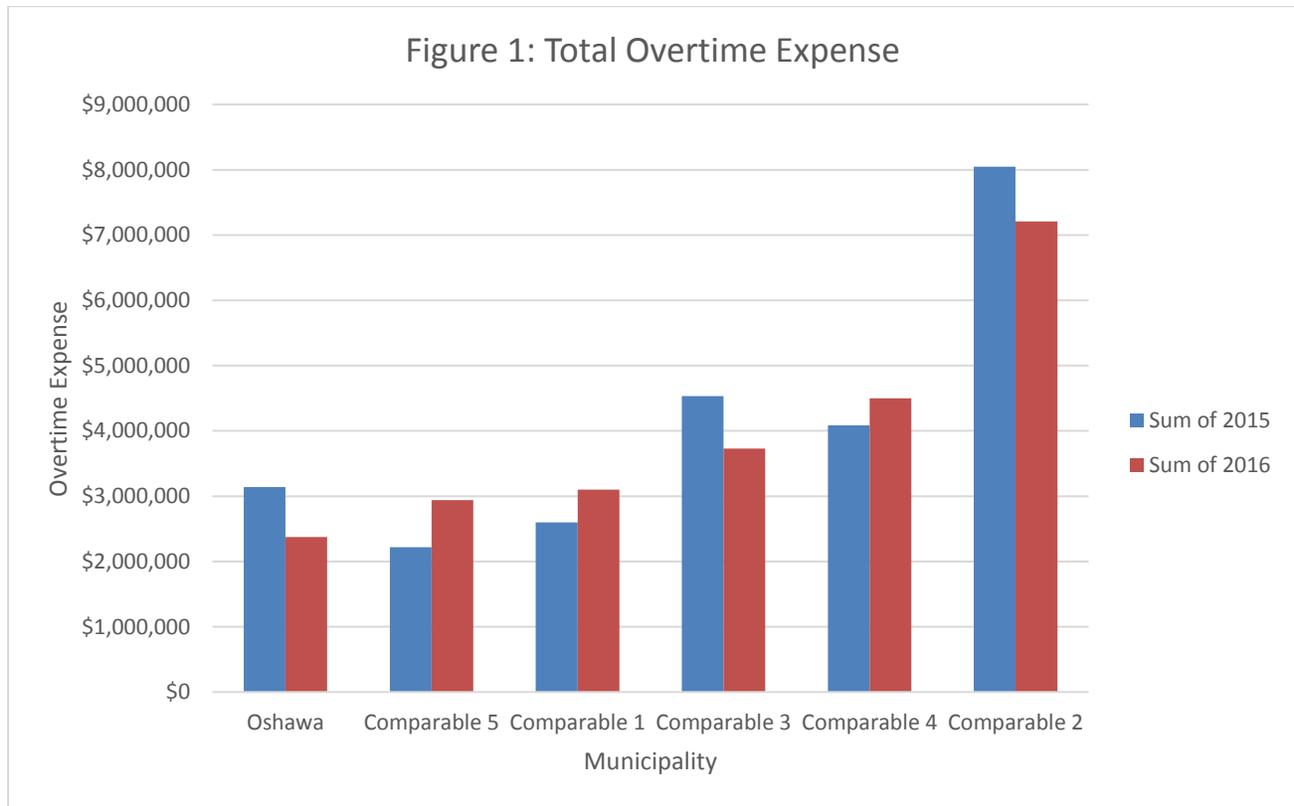
#	Risk	Recommendation	Management response, executive and deadline
		<p><u>Recommendation:</u> The Corporation should continue with its plans to formalize succession planning for managers and supervisors which is due to be launched in 2018. Onboarding should incorporate an overlap time period with exiting incumbent staff wherever possible (e.g. upon retirement) to ensure a smooth handover of staff.</p>	<p>Support for the expansion of formal succession planning for managers and supervisors is budget dependent.</p> <p>The Corporation will develop an approach that will address appropriate knowledge transfer and allow for hiring replacements in advance of an incumbant’s last day worked, where feasible and with appropriate budget support.</p> <p>Executive Director, Human Resource Services – Q2 2018 to begin formalizing succession planning, Q3 2018 to develop approach for overlap.</p>
6	<p><b>Low</b></p> <p><b>Investment in Systems and Software</b></p> <p><u>Issue:</u> The Corporation is implementing a Work Management System which will improve data analysis capabilities within operational areas. However, there is the opportunity to further provide for efficiencies through systems and software. For example, Fire Suppression and Communications tracks scheduling on Microsoft Excel. We also noted that Design and Construction Services performs its project planning on Microsoft Excel.</p> <p><u>Impact:</u> Without having access to fit-for-purpose tools, branch processes may be less efficient, and oversight more difficult without data readily available in a consistent format.</p> <p><u>Recommendation:</u> The Corporation should assess the systems and software needs of its branches and perform a cost benefit analysis to consider additional investment in systems and software to drive more efficient process at the Corporation.</p>	<p>Management agrees with the recommendation.</p> <p>Human Resource Services has begun to investigate a comprehensive HRIS solution.</p> <p>Investment in systems and software is budget dependent. ITS projects are evaluated through the Information Systems Steering Committee (ISSC) process</p> <p>Executive Director, Human Resource Services – Q4 2018</p>	

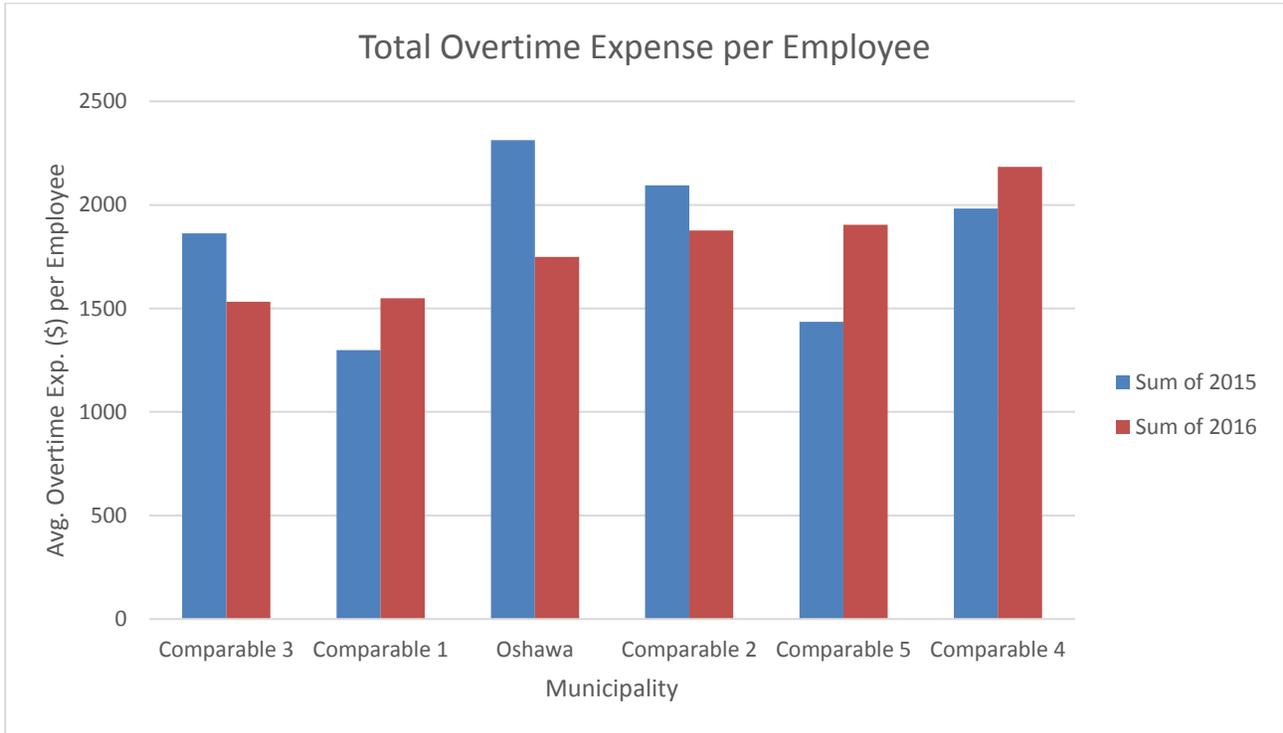


## Appendices

### Appendix A: Ontario Municipal Sector Benchmarking

We selected five comparable municipalities within Ontario within +/- 60,000 compared to the Corporation's population based on the 2016 census. Overall, although the Corporation has the lowest total overtime expense comparatively (Figure 1), the Corporation is firmly in the middle of the continuum when overtime expense is adjusted for number of employees (Figure 2). According to our study, the Corporation is lagging slightly in terms of tangible capital assets per employee compared to the sector.





The above graph shows that in 2015 the Corporation had the highest overtime expense per employee of all the comparable municipalities. However, in 2016, given the significant reduction between years the Corporation’s cost averaged around \$1,750 per employee which was the median corporation in our analysis. This reduction was around \$600 less than the 2015 figure and was the highest reduction amongst the municipalities included. Overall, based on our analysis the Corporation appears to be making good progress in managing and mitigating unnecessary overtime.



## Appendix B: Top Factors Driving Overtime by Branch

Outlined below are the results of our interviews for the top factors driving overtime by branch. Overall, each branch has different drivers in line with branches' distinct natures.

Branch	Overtime Factors	Opportunities
Road Operations	<ul style="list-style-type: none"> <li>▪ Vacancies (5 skilled labourer, 2 technicians, 1 road supervisor, 1 lead hand)</li> <li>▪ Minimum maintenance standards</li> <li>▪ Road Operations may need to function at all times causing overtime</li> <li>▪ Some roads must be patrolled on weekends due to legislation</li> <li>▪ Traffic operators are sometimes required to perform work on holidays (e.g. parades, festivals)</li> <li>▪ Inclement weather</li> </ul>	<ul style="list-style-type: none"> <li>▪ There may be opportunities to fill some vacancies in coming budget cycle where appropriate</li> <li>▪ Flexible working schedules for staff – staggered start / end times</li> </ul>
Fire Suppression and Communications	<ul style="list-style-type: none"> <li>▪ Must maintain 33 FTEs on shift to meet National Fire Prevention Association 1710 guidelines;</li> <li>▪ Any unplanned absences by staff (e.g. sick days, unplanned retirements) cause overtime to be incurred</li> <li>▪ Scheduling of vacation can limit the ability to meet the minimum FTE requirements and may cause overtime to be required</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to look for opportunities to reduce sick time by reviewing patterns and reasons</li> <li>▪ Assess effectiveness of the 24hr shift being piloted currently</li> </ul>
Design and Construction Services	<ul style="list-style-type: none"> <li>▪ Contracts are written 7:30 to 5:30 for efficiencies; normal hours as per the collective agreement vary by position but are generally 8:30 am – 4:30 pm</li> <li>▪ Level of development has created need for more overtime</li> <li>▪ Limited tools and systems – project management/Gantt charts done in Excel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flexible working schedules for staff – staggered start / end times</li> <li>▪ Consider investment in project mgmt. tools</li> </ul>



Branch	Overtime Factors	Opportunities
Human Resource Services	<ul style="list-style-type: none"> <li>▪ High workload per FTE:               <ul style="list-style-type: none"> <li>○ 20 to 30 recruitments ongoing for each HR consultant. There are increasing numbers of retirements due over coming years, coupled with other staff exiting the organization. Workload is unlikely to reduce in the short term.</li> <li>○ Four collective bargaining rounds</li> </ul> </li> </ul> <p>It should be noted temporary staff have been hired to provide additional support for the coming recruitment activity.</p>	<ul style="list-style-type: none"> <li>▪ Review of staffing levels and structure to identify any ways in which these might be optimized</li> <li>▪ Continuous improvement opportunities may exist to improve efficiency (audit planned for Fall 2017)</li> <li>▪ System enhancements through automation of key tasks are planned</li> </ul>
Parks	<ul style="list-style-type: none"> <li>▪ Staffed tightly to cover “regular” duties -&gt; due to climate change, inclement weather is increasing causing overtime due to regular tasks left outstanding when storm hits</li> <li>▪ Collective agreement mandates hours of work from 7 am – 3 pm; maintaining parks can require effort outside of these hours</li> <li>▪ Vacancies – 9 positions currently vacant</li> <li>▪ Inclement weather</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flexible working schedules for staff – staggered start / end times</li> <li>▪ There may be opportunities to fill some vacancies in coming budget cycle where appropriate</li> </ul>



## Appendix D: Staff involvement and documents reviewed

We undertook interviews from March 2017 to June 2017 with key stakeholders to inform this work, including:

Name	Title
Jag Sharma	City Manager
Beverly Hendry	Commissioner of Corporate Services
Paul Ralph	Commissioner of Development Services
Ron Diskey	Commissioner of Community Services
Stephanie Sinnott	Executive Director, Finance Services/Treasurer
Visha Sukdeo	Executive Director, Human Resource Services
Glenn Simmonds	Director, Operations Services
Brad Annis	Manager, Compensation, Benefits and HRIS
Julie Powell	Manager, Organizational Development
Derrick Clark	Fire Chief
Steve Boyd	Deputy Fire Chief
Lisa Brown	Manager, Business Planning and Operations, Strategic Business Services
Patrick Lee	Acting Director, Engineering
Anthony Ambra	Manager, Design and Construction Services
Dru Chillingworth	Manager, Parks Maintenance Services
Phil Lyon	Manager, Road Operations
Glenn Thurston	Manager, Human Resources Services and Safety

We received the following documentation over the course of fieldwork:

- 2014 – 2016 Division Branch Roll Up report
- 2014 – 2016 Employee Roll Up report
- 2014 – 2016 Peoplesoft Earnings Data



- 2014 – 2016 MMS Overtime Data
- 2014 – 2016 Pay Period report
- Organizational Structure report
- 2014 – 2016 HR Consultant Overtime Data
- 2014 – 2016 HR Assistant Overtime Data
- 2014 – 2016 HRS Annual Report Card report
- 2014 – 2016 HR Position History report
- Parks and Roads position vacancies and new hires report
- Vacancies – 2014 – 2016 – Roads report
- Hires – 2014 – 2016 Roads report
- Staff Plan Report – 2014, 2015 – Roads report
- Vehicle Collisions Report
- 2014 – 2016 Suppression Attendance Report
- 2014 – 2016 Dispatch Attendance Report
- Fire Suppression – Vacant Positions Report
- Hires – Design and Construction Report
- Vacancies – 2014 – 2016 – Design and Construction Report
- Staff Plan Report – 2014 – 2016 – Design and Construction Report
- IAFF 465 Fire Collective Agreement 2016-2018
- CUPE 250 Outside 2014-2017
- CUPE 251 Inside 2014-2016 Collective Agreement