

Town of Whitby

Staff Report

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Report Title: 2023 Workforce Plan Review

Report to: Committee of the Whole

Date of meeting: September 25, 2023

Report Number: CAO-24-23

Department(s) Responsible:

Organizational Effectiveness

Submitted by:

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Acknowledged by M. Gaskell, Chief Administrative Officer

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1. Recommendation:

1. That Council receive report CAO-24-23 2023 Workforce Plan Review for information.

2. Highlights:

- In 2022, staff worked with a third-party consultant to undertake a strategic workforce planning study. The outcomes of this review and analysis were presented to Council on January 16, 2023.
- The benchmark average staff complement was determined to be 12.2 full-time staff per 1,000 households compared to the Town's 11.83 full-time staff per 1,000 households.
- To maintain the staffing at the benchmark level, an additional two-hundred and twenty (220) full-time positions would need to be added to the Town's staff complement between 2023 and 2031.
- The identified need in 2023 was 37.2 full-time equivalents (this includes full-time and part-time positions).

- The output of the workforce plan review in 2023 is a recommended list of positions for consideration in the 2024 budget process. The introduction of an objective ranking system enables the Senior Leadership Team (SLT) to begin budget deliberations with a pre-vetted evidence-based list of positions.
- The 2023 list of positions for consideration in the 2024 budget process includes sixty-three (63) positions representing 59.67 FTE.

3. Background:

In 2022, staff worked with a third-party consultant to undertake a strategic workforce planning study. The outcomes of this review and analysis were presented to Council on January 16, 2023.

The 2022 review and analysis focused on validating and refreshing benchmark information originally included in the 2016 Service Delivery Review (SDR), forecasting Town of Whitby staffing needs based upon the benchmark and known future expansion of services based upon strategies, master plans, reviews, and analyses.

In 2016, the SDR established a benchmark target of 14 full-time staff per 1,000 households based upon a survey of five (5) municipalities. At that time, the Town staff complement was 11.7 full-time staff per 1,000 households. The SDR recommended addressing this deficit in addition to adding fifteen (15) full-time positions per year to address anticipated growth. The 2022 Workforce Planning Project refreshed this analysis by expanding the number of benchmarking municipalities to sixteen (16) to provide for greater outcome reliability and better reflect the Town's comparator group used for compensation purposes. The benchmark average staff complement for the expanded group of comparators was determined to be 12.2 full-time staff per 1,000 households compared to the Town's 11.83 full-time staff per 1,000 households. To close the gap, the 2022 Workforce Plan recommended adding eighteen (18) full-time positions to the Town of Whitby's staff complement in 2022.

In addition to completing a benchmarking analysis of the current staff levels, the consultant forecasted, leveraging the benchmark average of 12.2 full-time positions per 1,000 households, the additional staff required to maintain staffing and service delivery consistent with the benchmark. To maintain the staffing at the benchmark level, an additional two-hundred and twenty (220) full-time positions would need to be added to the Town's staff complement between 2023 and 2031.

In addition to the benchmark analysis, the consultant reviewed known strategies, master plans, reviews, and studies to identify any additional staffing needs. The identified need in 2023 was 37.2 full-time equivalents (this includes full-time and part-time positions).

4. Discussion:

The second iteration of the annual Workforce Planning Review began in March 2023 and concluded in June 2023. This review enabled management to consider any new inputs, such as the Community Strategic Plan (CSP), impact of new positions added in the 2023 budget process, and new or unforeseen considerations. This process included consultations with all departments to review the 2023 workforce plan submission,

identify the changes since the prior year's review, and finalize the identified needs for 2024.

The output of the workforce plan review in 2023 is a recommended list of positions for consideration in the 2024 budget process. For the 2023 review, an improvement to the process included the development of an objective ranking system to prioritize position requests based upon primary drivers and impact if not achieved. The algorithm developed applied a weighting to any position requests with a direct link to the Community Strategic Plan and its identified themes and action items. The drivers and impacts are outlined in the table below:

Primary Driver	Impact if not achieved
Legislation	Non-compliance: Fines, penalties and/or legal action
Policy/Collective Agreement	Non-compliance: Labour relations, safety implication and/or reputational risk
Council Directed	Corporate Priorities: leading to loss of revenue and/or increased cost
Service Level Increase (Council-led)	Corporate Priorities: Leading to waste previously invested resources
Risk Management	Failure: Resulting in lost revenue, increased costs and/or reputational damage
Growth	Service Levels: Inability to keep pace of service delivery causing a need to decrease or shut down services due to growth/capacity.
Customer Service Enhancement	Missed Opportunity: to improve customer service externally
Innovation	Failure: Inability to deliver on a Council endorsed strategy
Service Volume/Peak Season	Service Levels: Inability to keep pace of service delivery causing a delay in the delivery of services due to growth/capacity.
Cost Avoidance	Increased Cost to Taxpayer: Due to inefficient delivery of services

Primary Driver	Impact if not achieved
Best Practice	Increased Cost to Taxpayer: Due to lost revenue
Service Level Increase (Business-led)	Missed Opportunity: to improve customer service internally
Continuous Improvement	Organizational Culture: Impact on the organizational culture, staff retention and/or employee morale

The introduction of an objective ranking system enables the Senior Leadership Team (SLT) to begin budget deliberations with a pre-vetted evidence-based list of positions. *Appendix A-CAO-24-23 Workforce Plan 2024 Position List* details the output of positions recommended for consideration in the 2024 budget process. This output includes position cost, funding source, ranking, and identified links to the Community Strategic Plan (CSP) and corporate projects or initiatives.

The 2022 Workforce Plan recommended the addition of 37.2 FTE, in 2023, to establish a staffing complement consistent with the benchmark average of 12.2 full-time positions per 1,000 households. Based upon the actual FTE approved in the 2023 budget (of 20.0), the remainder of those positions not approved, 17.2 (= 37.2 – 20), are carried forward to the 2024 forecast. The recommended total positions to be added in 2024, to remain consistent with the benchmark average of 12.2 full-time positions per 1,000 households is 59.67 FTE's.

The 2023 list of positions for consideration in the 2024 budget process includes sixty-three (63) positions representing 59.67 FTE, at an estimated cost of 7.0 million dollars per annum. Four (4) of the sixty-three (63) positions, if approved, would be funded by various fees.

With each year the Workforce Planning review is undertaken, we anticipate that our experience will inform opportunities for improvement. Key learnings from the 2023 process include the identification of improvements for the 2024 process, including standardization, by position, of ancillary costs associated with positions, for example, technology, training, etc., and refinement of tools used to capture the information and enable access to SLT.

5. Financial Considerations:

All decisions are deferred to the budget process and a final list of positions for consideration will be presented to Council as part of the 2024 budget.

6. Communication and Public Engagement:

Not applicable.

7. Input from Departments/Sources:

The annual Workforce Planning Review facilitated by Organizational Effectiveness includes consultation with all departments to fully understand current and future staffing needs.

8. Strategic Priorities:

The Workforce Plan aligns with the following pillars of the Community Strategic Plan:

- 4.2 Be the organization that people want to join and build their future.
- 4.3 Deliver exceptional customer service and community engagement.
- 4.4 Ensure fiscal responsibility and plan for responsible growth.

9. Attachments:

Appendix A CAO-24-23 – 2023 Workforce Plan Review and 2024 Position List