

Town of Whitby

Staff Report

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Report Title: 2024 Workforce Plan Review

Report to: Committee of the Whole

Date of meeting: June 10, 2024

Report Number: CAO-11-24

Department(s) Responsible:

Office of the Chief Administrative Officer

Submitted by:

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**Acknowledged by M. Gaskell,
Chief Administrative Officer**

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Recommendation:

1. That Council receive report CAO-11-23 2024 Workforce Plan Review for information.

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.
- To maintain staffing at benchmark levels, the 2022 study determined that 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 for 2024 was 59.67 full-time equivalents (FTE; this includes full-time and part-time positions).
- The output of the workforce plan review in 2024 is a recommended list of positions for consideration in the 2025 budget process. These positions are ranked using an objective ranking system to enable the Senior Leadership Team

(SLT) to begin budget deliberations with a pre-vetted evidence-based list of positions.

- The 2024 list of positions for consideration in the 2025 budget process includes 57 positions representing 82.88 FTE.
- The Workforce Plan also develops a preliminary list of position needs for the next three years. For 2026, staff have identified 30.31 FTE at an estimated value of \$3.7 million, and for 2027, 14 FTE at an estimated value of \$1.9 million. Future years will be refreshed as part of the annual review.

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.

Leveraging this foundational study and analysis, staff undertake an annual process led by Organizational Effectiveness that engages all departments in preliminary planning for staffing and technology needs. The second iteration of the workforce plan was presented to Council in September 2023. The identified list of positions for consideration in the 2024 budget process included sixty-three (63) positions representing 59.67 FTE.

As part of this annual review, positions that were not approved in the 2024 budget are carried forward to future years or deleted.

Discussion:

The third iteration of the annual Workforce Planning Review began in March 2024 and concluded in May 2024. This review enables management to consider any new inputs that may impact the need for positions, the impact of new positions added through the 2024 budget process, and new or unforeseen considerations. This process includes 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 2025.

The output of the workforce plan review in 2024 is a recommended list of positions for consideration in the 2025 budget process. For the 2023 review, an improvement to the process included the development of an objective ranking system that prioritizes position requests based upon primary drivers and impact if not achieved. For 2024, this ranking algorithm has been modified to apply a weighting for the Whitby Sports Complex, a key priority for 2025. This is in addition to the weighting applied to positions that have a direct link to the Community Strategic Plan and its measures of progress. In practical terms, any positions submitted that are directly related to the opening and operation of the Whitby Sports Complex and/or the Community Strategic Plan (CSP), receive more points and would likely rise to the top of the ranking.

This 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-11-24 Workforce Plan Position List for 2025* details the output of positions recommended for consideration in the 2025 budget process. This list includes position cost, funding source, ranking, and identified links to the Community Strategic Plan (CSP) and corporate projects or initiatives.

The 2023 Workforce Plan recommended the addition of 59.67 FTE in 2024 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 2024 budget of 23.68, the remainder of the positions not approved, 35.99, are carried forward to the 2025 forecast. The recommended total positions to be added in 2025, to remain consistent with the benchmark average of 12.2 full-time positions per 1,000 households and address known growth initiatives such as the Whitby Sports Complex is 82.88 FTEs.

The 2024 list of positions for consideration in the 2025 budget process includes 57 positions representing 82.88 FTEs, at an estimated cost of \$7.5 million dollars per annum. Two (2) of the 57 positions, if approved, would be funded by various fees. Of note, Council pre-approved twenty (20) new fire fighters in the 2025 budget. These were not submitted to the workforce plan, and have been pre-approved, and therefore are not included in this plan.

Of the 57 positions identified, 20 of those positions are required for the Whitby Sports Complex, scheduled to open in late 2025. The 20 positions represent 50.85 FTE and are comprised of a mix of full-time and part-time positions. The total annualized value

of the positions required for the Whitby Sports Complex is estimated to be \$3.4 million and may be partially offset by program/recreation fees. In the 2025 budget process, this will be refined to account for staggered starts throughout the year resulting in the 2025 impact being significantly less.

With each year the Workforce Planning review is undertaken, we anticipate that our experience will inform opportunities for improvement. Key learnings from the 2024 process include the need to be nimble with the ranking system to ensure we are responding to shifting priorities.

As we move forward with our Workday implementation, we will explore opportunities to leverage that system to strengthen the tools used to complete this review.

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 2025 budget.

Communication and Public Engagement:

Not applicable.

Input from Departments/Sources:

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

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.

Attachments:

Appendix A CAO-11-24 Workforce Plan Position List for 2025