City Manager's Office

TO: Budget and Corporate Services Committee

SUBJECT: Workforce Plan

Report Number: CM-11-11 File Number(s): 301-01

Report Date: June 15, 2011 Ward(s) Affected: 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ All ☐

Date to Committee: July 12, 2011 Date to Council: July 18, 2011

Recommendation: ☒ For information only

Purpose:

☐ Address goal, action or initiative in strategic plan
☐ Establish new or revised policy or service standard
☐ Respond to legislation
☒ Respond to staff direction
☐ Address other area of responsibility

Reference to Strategic Plan: N/A

Background:

The following staff direction was given during the Budget and Corporate Services Committee between March 29 and April 1, 2011:

Direct the Executive Budget Committee to prepare a revised complement plan and report back (Councillor Dennison, BCS-5-11)

DIRECTION FOR 2012-2014 BUDGET PROCESS

- Direct the Acting Executive Director of Finance to develop 2012-2014 budgets:
  - At the 2011 approved complement level
  - For each additional position, a reduction be identified
  - The budget documents outline the service impact for council consideration, and
  - Increases in Full Time Equivalents be considered should higher cost positions be replaced with lower cost positions. (Councillor Dennison, BCS-6-11)

Discussion:

In order to respond to the council direction a workforce plan will be undertaken. The project will be lead through the City Manager's Office. The workforce plan will identify:

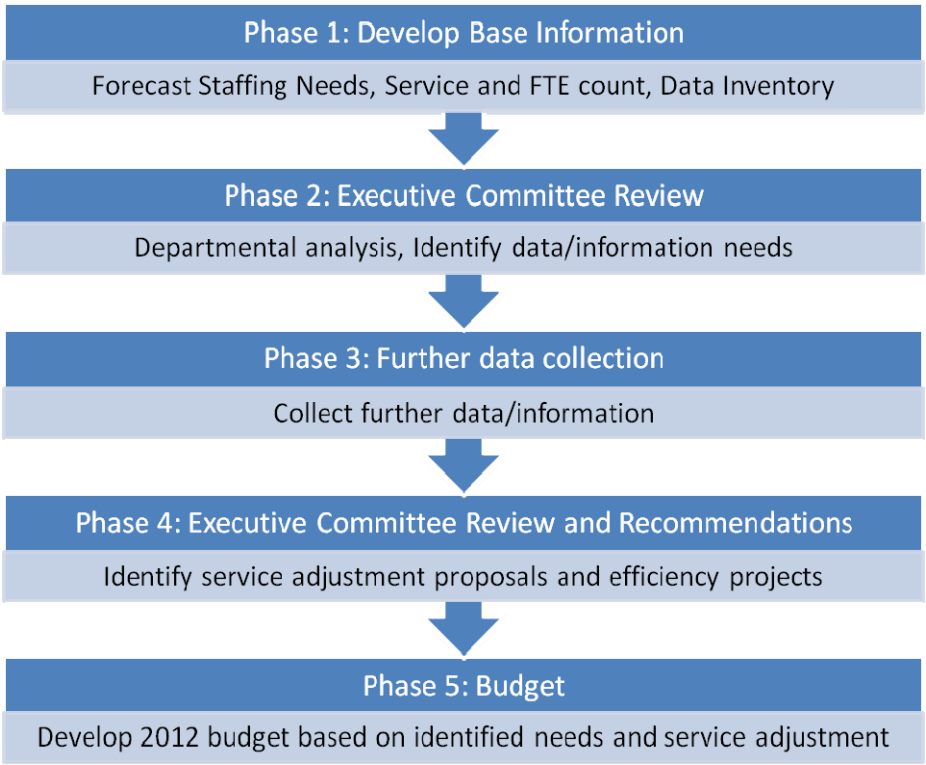
- The expected forecast of full time equivalents (FTE's) over the next three years.
- A comprehensive review of FTE's by department and services
- Service impacts if FTE's are reduced
- Efficiencies and savings to offset any increases in FTE's
- Identify longer term efficiency projects

Workforce planning can be an unsettling topic to discuss; this plan will be executed with respect for incumbents. The review will look at vacancies, redeployments where possible, and priority areas of service. The strategic plan will inform decisions as to where our priority areas will be focused.

Staff is aware of the workforce plan and have been asked to prepare the 2012 base budget to match the approved 2011 complement. Departments will be working on savings and efficiency as part of their budget process.

Strategy/Process

The Workforce plan will be a five phase process.



The process will be informed by the outcomes of the 2010 core service reviews, vacancies, retirements, and the strategic directions and objectives from Burlington, Our Future.

We anticipate updating this information annually within departments during the budgeting process.

Process Deliverables

Through each phase of the process specific outcomes will be achieved.

Phase One (May-June 2011)	• Identify any new requests for Full Time Equivalents (FTE) by department over the next three years • Identify FTE by service area • Workload/efficiency/benchmarking data available • Identify other potential efficiencies
Phase Two (June-July 2011)	• Executive Budget Committee will review • Request for further information or data from departments to determine potential efficiencies or reductions in staffing
Phase Three (July-September 2011)	• Departments will prepare or collect the additional data requested by Executive Budget Committee • Continued Departmental analysis
Phase Four (October 2011)	• Executive Budget Committee will identify service adjustment proposals • Identify longer term efficiency projects • Prioritize the opportunities through information gathered in phase three • Update committee on progress to date
Phase Five (November)	• Incorporate changes within the 2012 budget proposal • Present a balanced FTE complement in the 2012 base budget based on the 2011 approved complement • Where offsetting FTE's cannot be identified staff will present service impacts to council. • Final report to committee (December)

Financial Matters:

The workforce plan will be completed with existing resources to support the work being undertaken.

Other Resource Impacts

Staff resources will be required to undertake this process. A support team to assist departments with questions is available. The support team is comprised of; Donna Woods, Assistant to the City Manager, Deb Stalker, Human Resources Administrator, Mike Greenlee, Assistant to the General Managers, Reena Bajwa, Acting Manager of Budgets and Policy, Julie Rorison, Public Administration Intern, Donna Shepherd Director of Transit, Tom Eichenbaum Director of Engineering.

Communication Matters:

The outcome of the workforce plan will be seen through the 2012 budget process. The base budget will be presented with the FTE count at the approved 2011 number of 1121.78.

An interim report will be brought back to Budget and Corporate Services Committee to invite feedback from council fall 2011.

Staff Communication

Staff has been informed about the workforce plan:

All city staff	• Update information on the City Manager internal webpage • Article in the Spring 2011 staff news letter FOCUS
Managers/Directors	• Presentation at Senior Management Team (SMT), May 4, 2011 • Information update at Extended Management meeting, June 9, 2011 • Continued updates through the process at SMT
Directors	• Individual meetings with Directors to review actions and expectations • Consultation with departments as required
Executive Committee	• Regular updates • Executive Budget Committee will meet to review departments and will involve Directors through this process

---

Conclusion:

This report provides an update on the status of the revised workforce plan and the initiatives that are underway for meeting the 2012-2014 budgets.

Respectfully submitted,

Donna Woods
Assistant to the City Manager
905-335-7600 ext. 7790

Notifications:
(after Council decision)

Name	Mailing or E-mail Address

Approvals:
*required

*Department	City Treasurer	General Manager	City Manager

	To be completed by the Clerks Department
Committee Disposition & Comments	
	01-Approved 02-Not Approved 03-Amended 04-Referred 06-Received & Filed 07-Withdrawn
Council Disposition & Comments	
	01-Approved 02-Not Approved 03-Amended 04-Referred 06-Received & Filed 07-Withdrawn