

**TOWN OF MINTO****DATE:** April 27, 2017**REPORT TO:** Mayor and Council**FROM:** Bill White, C.A.O. Clerk**SUBJECT:** Temporary Staffing

STRATEGIC PLAN:

12.7 Demonstrate innovation in all aspects of municipal business acknowledging the importance of training, succession planning, transparency, communication and team-based approaches to municipal operations.

BACKGROUND

Since 2013 four Town staff had maternity leave. In 2017 three more staff will be on leave. In Recreation leave begins in June and is addressed by re-assigning a Lead Hand to office functions and hiring a facilities operator full time for a one year contract. The Lead Hand still supports higher level operations and events in Palmerston with the rest of his duties assumed through temporary internal re-assignment.

In the Clerk's Department a second leave starts in September and will be covered by extending the summer student position full time to September 2018. The incumbent student is a high performer with excellent qualifications expected to return to graduate studies in fall 2018.

The third leave in the Building Department also begins in the fall. The Chief Building Official will cover inspection work, while the By-law Officer/Fire Inspector will seek qualifications to support some inspections. Among the work to be covered during the leave are Risk Management Inspection (RMI), building support services, and review and processing of site plan, rezoning, and minor variance applications. RMI work must be assumed by the Chief Building Official, but planning work and other support in the Department can be covered from an external posting. Staff proposes posting for a one year contract position with some planning background to commence in September.

No temporary staffing is needed in Public Works since the departure of the Director. The C.A.O. Clerk will assess added roles taken on by several staff to determine if their new responsibilities warrant a temporary increase under Town pay policies.

COMMENTS:

The maternity leave and director vacancy create excellent opportunities to cross-train, grow and improve staff. Assuming new roles and responsibilities prepares people to advance into senior positions and exposes them to other areas of Town business. It is consistent with the Town's succession practices to allow for this growth and prepare for promotion

within. Several current full time staff began with student or contract positions. This is most critical as the Town deals with several more retirements in the next five years. A presentation will be provided this summer regarding a succession plan for Minto.

Staff levels are back down to 40 full time people while the Public Works position remains vacant, the same staff level as 2010. Three of these 40 staff will be on contract for one year during the maternity leaves. It is suggested the Public Works position remain vacant through this Council term with the organizational structure reconsidered in late fall 2018 when the new Council starts.

The impact of central booking on required administrative staffing at the Town office and within the Facilities Department is still under review. Maternity leave in Clerks and Recreation requires support for central booking by the Recreation Manager and re-assigned Lead Hand. This creates a pressure point with added responsibilities regarding accessibility compliance, information technology support and trails that may require added resources.

FINANCIAL CONSIDERATIONS:

Staffing changes noted do not impact the 2017 budget once backfill and internal promotion is considered. In 2018 some savings will be evident, while in 2019 the new Council will assess staffing levels during budget deliberations.

RECOMMENDATION:

That Council receive the C.A.O. Clerk's April 27, 2017 report Temporary Staffing, and supports methods outlined to address maternity leave and other changes with a report back on the impacts of central booking on administrative and facilities service levels to come to Council in June.

Bill White C.A.O. Clerk