

BRIEFING NOTE



TOWN OF AMHERSTBURG

Re: Staff Recruitment

Current Situation:

Overview

Several gaps currently exist in the Town's Org Chart resulting from recent staffing decisions by Council, in addition to decisions by staff members to move on in their career path to other employers.

A Service Delivery Review (SDR) was conducted for the Town by StrategyCorp and was presented to Council in October 2020. I understand this report has not been adopted by Council. However, several elements and recommendations from the SDR have been implemented.

The COVID-19 Pandemic has certainly had a significant influence on what has been known as the traditional workplace in addition to the attraction and retention of Town employees. While the pandemic challenges have been unique, the staff attraction and retention challenges have prevailed for some time and are not unique to the Town of Amherstburg. Many municipalities and private sector organizations are experiencing similar challenges which can be summarized under the following themes:

- Lower proportion of full-time staff compared to its peer comparators
- Lower than average salaries, wages and benefits
- Competition among neighbouring municipalities
- Poaching
- Work-life balance burden
- Flex-time & remote work arrangements

The increased number of 'boomers' retiring has placed unprecedented pressures on the broader public sector as well as private sector employers in terms of attraction, recruitment and retention of qualified, experienced professional staff.

While recruiting in the municipal sector has generally resulted in a good cross-section of candidates with qualifications and experience, the current market response has seen a diluted talent pool lacking a municipal background and/or years of experience.

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Given the immediate needs for the Town of Amherstburg, alternative hiring practices have been necessary to fill vacancies currently being recruited, including contracts, temporary, part-time or recruitment agency assistance to address present day staffing needs.

Compensation

The SDR makes reference to Amherstburg “having a lower proportion of full-time staff compared to its peer comparators by approximately 15%. In addition, it has lower than average salaries, wages and benefits as a percentage of operating expenses by approximately 3% (declining over the past several years). Recommended staff additions would bring Amherstburg up to the average staffing levels of its peers.”

Some of the challenges faced in recruitment across municipalities generally include:

- Non-competitive salary rates
- Vacation entitlements
- Advancement opportunities
- Benefit plans – current & post-retirement
- Local culture and/or attractiveness of organization
- Flexible work arrangements

As referenced in the SDR, *“the organizational structure should reflect the ability to deliver against core services and strategic priorities. In addition, structure needs to ensure segregation of duties for operating accountabilities and risk management”*. It further states...*“ultimately, the organizational design should be structured in a way to best deliver the strategic priorities – form follows function”*.

A Compensation Review was undertaken by the Town in 2017 which included:

- Competitive pay market review (target 65th percentile)
- Salary grid update
- Pay equity assessment – management non-union staff
- Pay equity plan

The results of the above noted review is now approaching 5 years old and with changes occurring in the marketplace (municipal as well as broader public and private sectors) a refresh of the Town’s compensation plan should be undertaken.

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As we are currently recruiting to fill several key positions within the organization, it is essential to ensure we are offering competitive compensation to assist in the successful attraction and retention of professional staff. A refresh of the Town's Compensation Plan is now underway, commencing in November 2021, to be completed by February 2022.

The pandemic has also raised awareness of systemic weaknesses as well as opportunities to re-engineer many of our internal processes. The workload burden challenges have been heightened during this time and continue to have a direct impact on the work-life balance expected by Town staff. A review of alternate work arrangements should be undertaken, as many organizations introduced these during the pandemic and have since modified them into a hybrid model for use on a go forward basis.

The current staff vacancies have placed a burden on remaining staff to cover duties in the absence of their colleagues to ensure service and program delivery expectations are being met. Stress and burnout levels are approaching unhealthy levels and have no doubt contributed to the recent departures of several staff; thus compounding the pressures on those remaining.

This most definitely is not a sustainable scenario for the Town. Remedial action must be taken to address this dilemma and return the Town to a level of sustainability that meets community expectations, supports Council and delivers the level of programs and services expected and reflected in the annual budget. Recruitments for various senior positions are currently underway to ensure we continue to serve the Amherstburg community, advise Council and support the municipality's program and service delivery priorities.

A revised Organization Chart has been developed to reflect observations to optimize the staff resources, incorporate recommendations of the SDR, address current vacancies and respond to the needs of the organization to support Council's priorities and planned programs and services.

The revised Organization Chart reflects changes made among the various departments with some positions deleted and new positions added to reflect a more functional administrative organization to enhance and effectively administer program and service delivery. The results are summarized with the financial impact being no net impact on the annual budget.

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Recommendations:

1. The recommendations contained in the Service Delivery Review of October 2020 **be accepted**.
2. A Compensation Plan Review currently underway for 2022 **be acknowledged**.
3. The revised Organization Chart for the Town of Amherstburg **be approved**.
4. The above noted recommendations being advanced within the current budget allocations **be acknowledged**.
5. The CAO **be directed** to report back to Council in Q2 2022 on the progress of these recommendations and related recruitment.

Attachments:

1. Revised Organization Chart
2. Staffing Summary

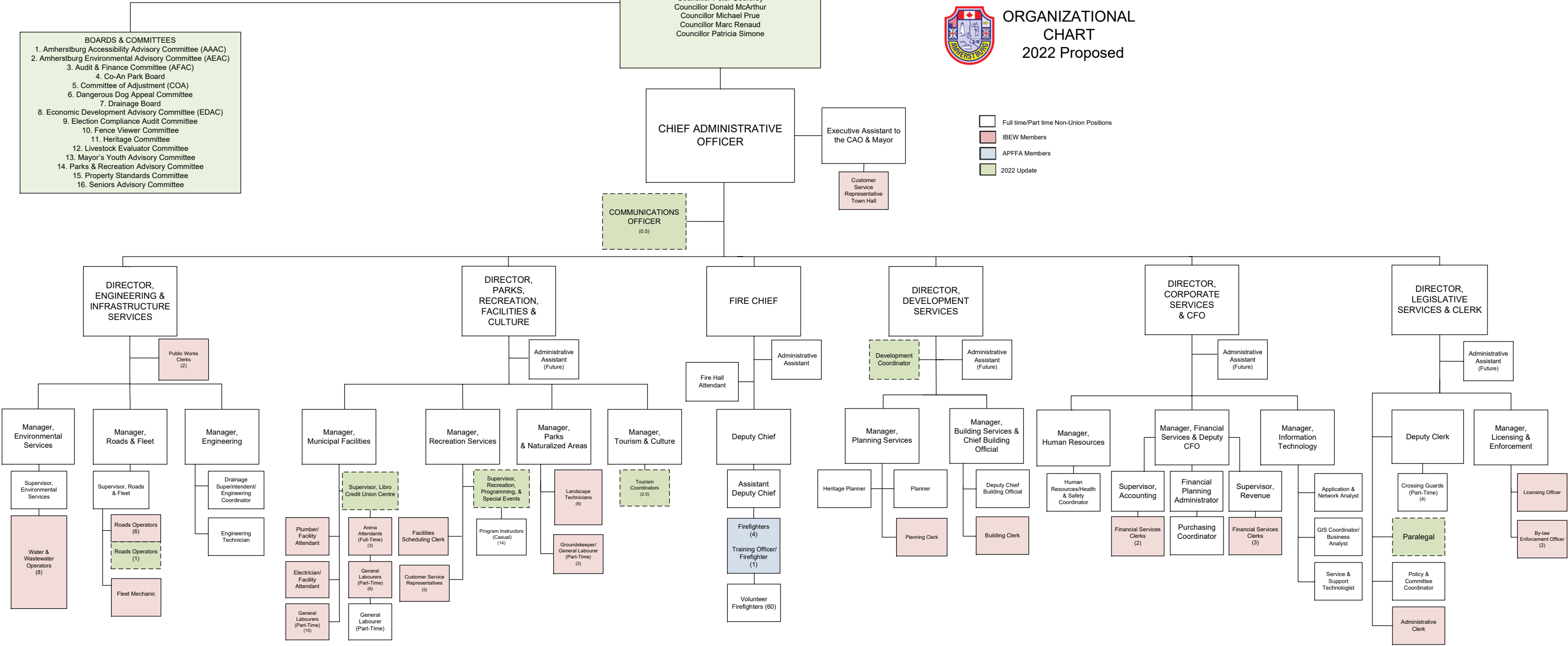
- BOARDS & COMMITTEES**
1. Amherstburg Accessibility Advisory Committee (AAAC)
 2. Amherstburg Environmental Advisory Committee (AEAC)
 3. Audit & Finance Committee (AFAC)
 4. Co-An Park Board
 5. Committee of Adjustment (COA)
 6. Dangerous Dog Appeal Committee
 7. Drainage Board
 8. Economic Development Advisory Committee (EDAC)
 9. Election Compliance Audit Committee
 10. Fence Viewer Committee
 11. Heritage Committee
 12. Livestock Evaluator Committee
 13. Mayor's Youth Advisory Committee
 14. Parks & Recreation Advisory Committee
 15. Property Standards Committee
 16. Seniors Advisory Committee

COUNCIL
Mayor Aldo DiCarlo
Deputy Mayor Leo Meloche
Councillor Peter Courtney
Councillor Donald McArthur
Councillor Michael Prue
Councillor Marc Renaud
Councillor Patricia Simone



**ORGANIZATIONAL
CHART
2022 Proposed**

- Full time/Part time Non-Union Positions
IBEW Members
APFFA Members
2022 Update





**Town of Amherstburg
Staffing Summary
December 30, 2021**

Dept	Position	Grade	Notes	Estimated \$ Impact
CAO	CAO	14	recruiting - Boyden Executive Search	budgeted
	Executive Assistant	6	backfilled	budgeted
	Communications Officer		as recommended by the EDAC	68,568
			delete - position to be shared	- 68,568
		5*	share 50% with Tourism & CAO office	budgeted
Legislative Services	Clerk / Risk Manager	9	delete	- 110,639
	Director, Legislative Services & Clerk		add	140,000
	Manager Bylaw Enforcement	8	recruitment completed	budgeted
	Solicitor	9	delete	- 124,136
	Paralegal - consider 1/2 time	6*	add	41,373
Corporate Services	Director	12*	Director, Corporate Services & CFO recruitment completed - starts Feb 1	- 165,010 150,009
	Treasurer	11	delete - consolidated with Director	- 144,491
	Deputy Treasurer	10	recruitment underway	budgeted

	HR Manager	10	recruitment underway		budgeted
Development Services	Director	12	recruitment underway		budgeted
	Development Coordinator	5*	as recommended by the EDAC		68,568
			delete - defer to 2023; new Director to consider	-	68,568
Parks, Facilities, Rec & Culture	Manager Facilities	9	recruitment underway		budgeted
	Manager Recreation	8	recruitment underway		budgeted
	Supervisor Recreation & Programming	7*	proposed by Director - recruitment underway		89,394
	Supervisor Facilities	7*	proposed by Director - recruitment in Q3		89,394
Fire			none		
Engineering & Infrastructure			none		
Total			estimated annual budget impact	-	34,106
Reserve for Compensation Review Implementation					34,106
Net Budget Impact					0

Notes:
* - proposed
salaries subject to review
budgets to be re-allocated to respective departments