

For Information Only

2009 Permanent Positions, Temporary and Overtime Hours Report

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Recommendation

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Executive Summary

This report will provide detailed information regarding 2009 budgeted to actual figures for permanent positions, overtime hours and temporary hours. There are many similarities to the 2008 staffing report on this same agenda.

Background

During the 2010 budget deliberations, Finance Committee requested a report on permanent positions, overtime hours and temporary hours worked and how it relates to what was budgeted.

For this report, the same approach was taken in analyzing the staffing variances from the budgeted values as was used in the 2008 staffing report.

The first step was to look at the salary over expenditures from a global perspective to identify variances. When major variances were identified, staff drilled down into the details to determine the reasons for the variance.

Occasionally salaries and fringes exceeded the budgeted values; however, in some cases these over expenditures were offset by vacancies in permanent staff positions, additional provincial subsidies or external funding, reductions in purchased services, funded by reserves or was a requirement in order to keep the operation safe and effective.

Charts

Chart 1 reflects the salary component for each department in the City of Greater Sudbury. Appearing on the

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chart are three columns; 2009 Budget, 2009 Actual and the differential.

Chart 2 reflects the permanent staff as of December 31, 2009, showing the number of employees on leave and the number of vacancies.

Chart 3 reflects the budgeted overtime hours and actual overtime hours for the year by division within each department.

Chart 4 reflects the 2009 budgeted and actual temporary hours for the year by division within each department.

Permanent Positions

Staff vacancies occurred within departments for a number of reasons; retirements, leaves of absence, promotions and terminations.

A snapshot of the permanent active staff was taken on December 31, 2009 to determine the number of vacancies in the municipality. This number would be representative of the number of vacancies during any period of the year. At that time there were 43 permanent staff vacancies and there were 112 permanent staff on leave.

As a result of the shortfall of 155 permanent staffing, the work that was previously performed by permanent staff had to be undertaken by other permanent staff on overtime hours or by additional temporary staff. This is the main reason for both overtime hours and temporary hours being over budget in 2009. As was the case in 2008 when attempting to fill vacancies, staff are not always successful as market conditions may make finding a suitable candidate difficult.

Departmental Variance Analysis

Executive & Administrative

Within the Executive and Administrative Division, as well as the Administrative Services Division, the only major variance was due to the late hiring of staff in the Auditor General's office. A review of the overtime and temporary hours reflects no major variances.

Human Resources

In 2009, this area reflects a net under expenditure of approximately \$1.9 million, which is mostly attributed to a excess funds for health premiums being returned to the City from Manulife. In accordance with the Reserve and Reserve Fund By-law, this amount was contributed to the Human Resources Reserve Fund. This net under expenditure is offset somewhat by increased expenditures for early retirements. There is no overtime in this area as it is made up entirely of non union personnel.

Growth and Development

This department reflects a slight over expenditure in the salary and fringe benefit category. There are over expenditures in salaries in some divisions while others are under budget. Transit Services had an increase in usage of overtime and part time hours to offset the operators that were on leave. Building Services

utilitized additional overtime and part time hours to offset the permanent employees on leave and staff vacancies. The departmental variance only represents one percent of the salary budget.

Financial Services

This area reflects a net over expenditure in the salary component; however, this is due to a contractual commitment of approximately \$100,000, which is offset by a contribution from reserves.

Community Development

This department reflects a significant over expenditure in salaries and fringe benefits by \$1.3 million in 2009. The majority of this amount relates to overtime at Pioneer Manor. Historically, Pioneer Manor has not budgeted for overtime because the work program was developed to minimize overtime requirements to maintain a twenty-four hour operation.

The significant overtime that is now being incurred is in part due to difficulties in recruiting and retaining qualified staff, replacement of staff on modified work, additional staffing requirements as a result of interim beds and a high number of leaves and vacancies. Modified work has not only resulted in the need for overtime (ie: replacement of staff) but it also has in itself escalated to levels well beyond what has been budgeted.

Another division that experienced increased salary and fringe benefit costs was the Leisure Services Division in four main sections: Parks, Community Halls, Pools and Arenas. In some cases these additional expenditures were offset by increase revenues or decreased purchased services.

Somewhat offsetting the previous two items is Ontario Works where there have been a number of vacancies throughout the year.

Infrastructure Services

There were salary over expenditures in the Water / Wastewater Division of approximately \$800,000, mostly related to relief supervision pay and overtime costs. In accordance with policy, shortfalls in this division are offset by contributions from the Water and Wastewater Reserve Fund, therefore having no effect on the City's financial position.

The Roads Division also reflected an over expenditure in the salary category relating mostly to winter control due predominantly to pothole repairs and increased winter supervision costs.

The attached charts will reflect estimated budgeted overtime hours and temporary hours in the operations area. The reason for this is that in the Municipal Management Maintenance System (MMMS), where all costs for work activities are captured, crew hours are used as its manpower component. Crew hours are made up of hours worked by permanent and temporary employees as well as overtime. The labour cost component uses a rate of pay that incorporates all of these inputs.

As was reported in the 2008 report, these estimates of overtime and temporary hours are included in the appropriate charts for comparison purposes.

Emergency Services

There is only a minor positive variance in this department representing less than 0.5% of the budget. The

vacancies were covered by overtime and temporary hours within the existing salary budget. Additional overtime and temporary hours were required to handle off loading delays.

Fire Services

This department has a positive variance in salaries relating predominantly to the leaves and vacancies in this area. However, there is a variance in actual overtime hours compared to budgeted overtime hours. This is a reporting error in the budget document as the dollar amount budgeted exceeds the number of hours budgeted. The hours will be realigned in the 2011 budget with no levy impact.

Police Services

The salary category of the Police Services was over budget due mainly to the uptake of federally and provincially funded programs to add officers to most police forces in Ontario, therefore was no impact on the City's year end financial position as a result of participating in this initiative.

The Police Services budget contains an annual allocation for overtime. In 2009, these costs were under budget.

Summary

This report identifies variances in the salary category of the City's operations. It should be noted that even when there were over expenditures in salaries, it did not necessarily lead to an over expenditure for the division as there may have been other items that offset this salary component.

These over expenditures in overtime and temporary staff costs have been funded by the following sources:

- Vacancies in permanent staff positions
- Additional provincial subsidies
- Other funding sources
- Reduction in other category expenditures
- Reserves
- Succession planning reserve

As well, many salary expenditures, such as vacation and sick leave payouts for terminated employees, job evaluation payouts, vacation pay differences and pay equity issues are not budgeted for. This totals approximately \$3.2 million.

In addition, some of the over expenditures in salaries were as a result of keeping the operation going, such as winter control and Pioneer Manor.

Managers make every attempt to offset over expenditures in salaries by reducing other category expenditures or by securing other funding.

Chart 1
Salaries & Benefits Analysis

	Budget 2009	Actual 2009	Differential
Executive & Administration	1,753,351	1,501,219	252,132
Administrative Services	6,169,529	6,091,656	77,873
Human Resources	4,206,775	2,292,843	1,913,932
Growth & Development	20,585,192	20,799,533	(214,341)
Financial Services	4,334,257	4,464,315	(130,058)
Community Development	48,511,922	49,775,948	(1,264,026)
Infrastructure Services	34,883,529	36,814,529	(1,931,000)
Emergency Services	13,423,784	13,362,471	61,313
Fire Services	15,163,921	14,952,426	211,495
Police Services	37,606,556	37,935,914	(329,358)
Total	186,638,816	187,990,854	(1,352,038)

Chart 2
2009 Full Time Analysis

	As of December 31, 2009	2009 # Actual Positions	# of Leaves	# of Vacancies	2009 # Budgeted Positions
Executive & Administration		5	-	2	7
Administrative Services		65	5	1	71
Human Resources		21	2	(1)	22
Growth & Development					
Economic Development		17	-	-	17
Planning & Development		37	2	2	41
Sudbury Airport Operation		15	-	(2)	13
Building, Compliance & Development		36	3	2	41
Transit & Parking Services		106	8	-	114
Total for Growth & Development		211	13	2	226
Financial Services		48	4	3	55
Community Development					
Administration		6	-	2	8
Regional Geriatric Program		8	-		8 *
Housing Services		11	-	-	11
Pioneer Manor		145	25	16	186
Social Services		83	8	2	93
Citizen Services		93	6	2	101
Leisure & Recreation Services		78	6	5	89
Total for Community Development		424	45	27	496
Infrastructure Services					
Financial Support Services		19	2	1	22
Engineering Services		50	2	4	56
Assets Management		51	3	-	54
Water Waste Water Services		30	1	-	31
Roads Services		27	1	-	28
Environmental Services		7	1	-	8
Outside Workers		210	13	1	224
Total for Infrastructure Services		394	23	6	423
Emergency Services		119	12	-	131
Fire Services		124	2	3	129
Police Services		352	6	-	358
Grand Total		1,763	112	43	1,918 *

* Note1: Reflects the 2009 approved budget inclusive of the in year approval of 7 additional permanent positions in the Regional Geriatric Program.

Chart 3
2009 Overtime Hours

	2009 Actual	2009 Budget
Name	hrs	hrs
Administrative Services	1,926	1,625
Human Resources	30	0
Growth & Development		
Economic Development	409	250
Planning & Development	415	0
Sudbury Airport Services	3,193	1,400
Building, Compliance & Enforcement	1,869	0
Transit & Parking Services	6,749	1,640
Total for Growth & Development	12,636	3,290
Financial Services	1,632	1,565
Community Development		
Housing Services	30	0
Pioneer Manor	37,852	0
Social Services	63	0
Citizen Services	2,450	0
* Leisure & Recreation	8,604	4,833
Total for Community Development	49,000	4,833
Infrastructure Services		
Financial Support Services	376	0
Engineering Services	10,955	5,651
Asset Management	2,565	50
* Water Waste Water Services	15,855	8,801
* Roads Services	28,021	12,765
Public Works Depots	838	0
* Environmental Services	971	125
Total for Infrastructure Services	59,580	27,392
Emergency Services	19,305	3,770
** Fire Services	14,944	1,695
Police Services	7,021	0
Grand Total	166,075	44,170

* Note 1: MMMS crew hours are made up of regular hours, temporary hours and overtime hours; the 2009 budget represents an estimate of budgeted overtime hours based on a proration of actual hours utilized.

** Note 2: The annual allocation for overtime in Fire Services has changed over the years; however, the reporting of the number of budgeted overtime hours has not changed and does not reconcile to the budgeted monetary allocation. Therefore, the 2011 budget will be developed to correctly align the number of overtime hours that the monetary allocation represents. This will not have any levy impact.

Chart 4
2009 Part time & Temporary Hours

		2009 Actual	2009 Budget
	Name	hrs	hrs
	Corporate	206	457
	Executive & Administration	3,542	3,654
Administrative Services			
	Administrative Services	8,922	7,961
	Human Resources	16,919	14,616
Growth & Development			
	Economic Development	18,517	17,934
	Planning & Development	20,488	22,184
	Sudbury Airport Personnel	1,985	2,720
	Building, Compliance & Enforcement	8,159	3,500
	Transit & Parking Services	127,246	91,932
	Total for Growth & Development	176,395	138,270
	Financial Services	13,635	4,137
Community Development			
	General Manager's Office	0	420
	Regional Geriatric Program	3,652	20,097
	Housing Services	2,794	2,436
	Long Term Care	336,727	269,255
	Social Services	2,898	0
	Citizen Services	90,703	72,009
	* Leisure & Recreation Services	329,241	305,648
	Total for Community Development	766,015	669,865
Infrastructure Services			
	Financial Support Services	5,440	0
	Engineering Services	21,746	11,941
	Assets Management	4,882	1,592
	* Water Waste Water Services	41,671	20,715
	* Roads Services	107,376	52,774
	* Environmental Services	22,175	7,865
	Total for Infrastructure Services	203,291	94,887
	Emergency Services	63,587	30,962
	Fire Services	351	328
	Police Services	80,233	45,800
	Grand Total	1,333,096	1,010,937

* Note 1: MMMS crew hours are made up of regular hours, temporary hours and overtime hours; the 2009 budget represents an estimate of budgeted temporary hours based on a proration of actual hours utilized.