



Administrative Report

Office of the Chief Administrative Officer

To: Warden McNamara and Members of County Council

**From: Robert Maisonville
Chief Administrative Officer**

Date: January 15, 2020

Subject: Staffing Requests – 2020 Budget

Report #: 2020-0115-ADM-R02-RM

Purpose

To recommend to Council the addition of four staff positions, as included in the 2020 Budget. The recommended departments/positions are as follows:

- General Government – Administration – Deputy Clerk
- General Government – Planning Services – Planner II
- Sun Parlor Home – Scheduling Supervisor
- Infrastructure Services – Maintenance Person

Background

The approved 2020 County Budget included allocations to fund the four above noted positions. Budget approval of funding to support a new position does not however constitute approval to actually add the proposed position.

Corporate Policy 91-001, **Employment/Hiring**, provides the process for considering and approving new positions to be added to the existing staffing complement. Section 6.0 of the **Employment/Hiring** policy requires:

- The request to be presented to the Chief Administrative Officer for review. Such presentation is to include the Department Head's written business case for adding the position;
- The CAO to present a recommendation to County Council for approval;

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- Once the position is approved by Council, the hiring manager and Director, Human Resources shall establish the appropriate recruitment strategy.

Discussion

Administrative Reports have been prepared by the Director of Council and Community Services / Clerk, Manager of Planning, the Administrator, Sun Parlor Home and Director of Infrastructure Services / Engineer (attached at Appendices I, II, III and IV) outlining the rationale for adding the requested positions. These proposals have been reviewed by the CAO and discussed in detail with the senior management team.

Deputy Clerk

The Council Services Department was originally created in 1999 with the formal appointment of a County Clerk, separate from the previously combined position of CAO/Clerk. At that time the Department consisted of the Clerk and a Recording Secretary with some part of the duties of the CAO's Executive Secretary continuing to support the Clerk's department with Agenda preparation.

With the constant change in legislation, combined with the advancement of technology, the role of the Clerk has grown to encompass a far broader scope of responsibility over the past 20 years. Records and information management, privacy, accessibility, the frequency of litigation and the constant advancement of technology have made it impossible for the Clerk to effectively manage the workload involved in carrying out all the duties associated with this position.

In addition to the duties of the Clerk, this Director's position is also responsible for the oversight of the Corporate Communications Division (added in 1996) and Community Services/Housing with Supports program for the County, which was an addition to the position in 2018.

The position of a Clerk is a mandatory position, created by the Municipal Act and many of the duties of the Clerk cannot legally be carried out by anyone not appointed by Council as the Clerk, or anyone delegated the Clerk's authority through the appointment of a Deputy Clerk. Council is not even legally able to hold a Council meeting without the Clerk or designate being in attendance. That is a major consideration in the decision to appoint a Deputy Clerk. Currently, the Chief Administrative Officer has been appointed to act as the Deputy Clerk. That delegation of authority has

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provided a legal backup to allow the continuation of Council meetings if the Clerk were to be absent from a meeting, but it does not assist with backfilling the position to assume the duties of the Clerk, should an extended absence be necessary.

Additionally, with a mind to embarking on succession planning for the Corporation, the Clerk's position is one which clearly is suited to the development of a plan to begin training a possible successor to the position which would ideally allow for a smooth transition upon retirement of the Clerk.

A substantial portion of the Deputy Clerk role would involve providing support and administering all aspects of the corporate records management functions, with the goal to further reduce duplication and inefficiency, and minimize Corporate risk related to legal obligations and penalties for violations of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection of Privacy Act (PHIPPA).

Taking into consideration the current duties and workload of the role of the Clerk, it is the opinion of the Director of Council and Community Services, supported by the CAO, that it is the appropriate time to create a permanent, full-time Deputy Clerk position. A detail report, including the proposed job description is set out in Appendix I.

Planner II

The Planning Services Department serves as a resource to local municipalities, agencies and the general public. Following the approval of the County of Essex Official Plan in 2005, the County became the Approval Authority for plans of subdivision/condominium, local Official Plans and Amendments and Part Lot Control. In accordance with Sections 17.1(1) and 51.2(1) of the Planning Act, R.S.O. 1990, c.P.13, County Council delegated the Approval Authority for local Official Plan Amendments, plans of subdivision and condominium, and Part Lot Control By-laws, to the Manager of Planning Services. The approval of local Official Plans cannot be delegated from Council.

With the delegation of Approval Authority from the Province came with it, the expectation that there would be sufficient planning administration capacity to oversee the Provincial interests related to the processing of these Planning Act application types. Along with this delegation of authority is the associated responsibility to ensure that all Planning Act applications adhere

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to applicable Federal and Provincial legislation including the Planning Act, Endangered Species Act, Ontario Water Resources Act, Environmental Protection Act, Ontario Heritage Act, as some examples. Applications and new Official Plans and Secondary Plans must also be in conformity with the County Official Plan and by-laws/policies. The Manager, Planning Services has the authority on behalf of the Province to deny, approve or approve with conditions development and policy applications.

The County Planning Services Department acts as the One-Window directly determining when to consult with various Ministries during the development of local Official Plans and on specific planning matters. With this on-going increase in the level of authority and reduced participation on behalf of Provincial Ministries for their legislative oversight, the Manager, Planning Services must spend significant amounts of time comprehensively reviewing new local Official Plans and Secondary Plans. Further, it is the responsibility of the Manager, Planning Services to directly consult with Ministries and Agencies to determine the appropriate draft conditions of approval for subdivisions/condominiums.

Over the past decade the land use planning system and the complexity in the planning process continues to significantly evolve. Along with the substantial and on-going legislative changes, the Province has also implemented several pieces of landmark legislation, plans and/or policies. The cumulative impact of these changes is noteworthy in the complex development process.

The County will be initiating the Official Plan review during 2020 beginning with the population, housing and employment land forecasting and the development of a regional economic development and employment land strategy. It is important that County Planning undertake strategic long-range planning. The strategic planning leadership should include wise growth management practices that will assist municipalities balance growth in a sustainable and coordinated manner. The County Official Plan, which is the growth management plan for Essex County links the region's strategies for conservation, natural and cultural resources, and economic development.

It is important to note that there is a demonstrated interest by the local municipal planners in having County Planning provide a greater level of regional policy leadership particularly in the areas of emerging trends and threats. These policy areas where County Planning has been requested to provide additional strategic planning support include growth management, regional transportation, economic development, environmental issues (climate change, natural heritage systems planning) natural hazards (safe

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ingress/egress, shoreline and floodplain mapping) and other water resource issues.

Due to the on-going increasing workload in the Planning Services Department from both a regional strategic planning and Planning Act approval responsibilities (presently more than 40 subdivisions/condominiums receiving on-going pre-consultation and five local Official Plans being reviewed by County Planning Services) it is recommended that additional professional planning administration capacity be added to the department. A detail report, including the proposed job description is set out in Appendix II.

Scheduler, Sun Parlor Home

As reported in the attached Administrative Report (Appendix III), the face of Long-Term Care is ever changing. The Long-Term Care sector has experienced significant challenges over the past 5 years. Resident care needs have changed drastically – increasing in complexity and acuity, the advancement of technology, human resource challenges, changes in funding and legislation have made scheduling and staffing of the home difficult.

The Sun Parlor Home is comprised of 4 distinct departments that have 9 separate staff schedules spanning 2 unique and complex collective agreements. The self-administered STD provisions of the collective agreement create significant financial risk to the Home if not managed effectively.

The scheduling function is currently completed by a combination of charge hands, ward clerks and managers.

Department manager roles have evolved to include an increasing number of responsibilities and duties while ensuring that the staffing plan is implemented with accuracy and efficiency. The Ministry of Long-Term Care has specific requirements related to implementation of a staffing plan including ensuring appropriate level of staffing, orientation requirements, staff qualifications and scheduling requirements.

A thorough assessment of scheduling practices resulted in a number of recommendations from the operational review that was conducted in the Home in 2018. It is evident that there are scheduling/staffing improvements that could increase efficiency and consistency with some adjustments and/or updates to the processes. However, finding the time to ensure that these improvements are rolled out effectively can be very challenging with all of the daily competing demands of the current managers. A Staff Scheduling

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Supervisor would allow a dedication of time and effort to modernize scheduling processes, ensure technology is optimized and scheduling staff are trained accordingly, and in turn, optimize staffing levels and quality care. In turn, senior leadership will be allowed the necessary time to invest in employee engagement initiatives, servant leadership opportunities and long range staff development / retention.

The legislative bodies that govern Long Term Care also mandate an immense amount of training and education to ensure that our team members are ready to provide the best quality care that our residents deserve. Facilitating and organizing the multiple education sessions is currently fragmented amongst 4 managers, schedulers, human resources staff and the educator(s). The Staff Scheduling Supervisor would take over the coordination of all education programs.

A substantial portion of the Staff Scheduling Supervisor role would involve providing support and ensuring consistency of scheduling rules related to the collective agreements. In the short term, this role would also be the knowledge leader and “champion” during the conversion of the payroll and scheduling software project, anticipated in 2020. Undoubtedly efficiencies in all departments would be achieved by having a dedicated position to assist in tasks such as: tracking of absence time and overtime; streamlining vacation request; attendance tracking, and researching, developing and implementing department schedules that promote innovation and person focused care.

Maintenance Person II, Infrastructure Services

The Infrastructure Services Department has seen tremendous growth since the extension of Facility Services in 2018. The Facility Services Division provides facility asset management and construction, routine preventative maintenance and facility support services. Through long-range planning and management, our facilities are constructed, maintained and renewed through an effective approach that maximizes the life expectancy and achieves the best value in the total cost of ownership of these assets.

Facility Management provides property maintenance and project management services for all County owned buildings. This includes operations, security, and maintenance as well as being responsible for the renovations of existing Civic Centre and new construction.

In 2018, the County took over ownership of the Civic Centre. The staffing complement is made up of the following:

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- Supervisor of Facility Operations
- Maintenance Person Lead Hand
- Maintenance II
- Maintenance I (vacant)
- Housekeeping/Security (vacant)

Vacant positions have been filled on a temporary basis as operations and service delivery were being reviewed for appropriate understanding of necessary staff complement to maintain/improve Civic Centre operations (maintenance and construction renewal) and support corporate facilities.

With an effort to continue to focus on due diligence, incorporating accessibility standards, energy improvements, enhanced risk management through proactive identification and mitigation the department requires significant resources, including highly skilled staff.

The effort to develop formal services to EMS, Sun Parlor Home, Roads Department, EWSWA and others have been initiated and will only expand with time and resources. Human and financial services are required to deliver a desired level of service to make informed decisions, and to be aware of any risks to the level of service due to under-resourcing. Human resource requirements need to consider not only the number of person-hours required but also technical skills needed for changing technology.

Current staffing issues focus on a skill and availability shortage to maintain and/or enhance the desired level of service. Historic lower service levels, lead to less than adequate building conditions as reflected by the number of building systems work orders (approached 1,700 in 2019).

The recommendation is to recruit an additional Maintenance Staff to support the existing programs and implement continuous improvement initiatives to deliver and expand services efficiently, effectively and economically. To ensure the necessary skill set is available during normal business hours, the Maintenance Person Lead Hand shall be set to regular daytime hours and the two (2) Maintenance Staff to rotate days/afternoon shifts. A detail report, including the proposed job description is set out in Appendix IV.

Financial Implications

Allocations for noted positions have been included within the Corporation's Administration, Planning, Sun Parlor Home and Infrastructure Services Budgets for 2020.

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Recommendation

It is the recommendation of the Chief Administrative Officer that County Council:

- Approve the hiring of the following positions:
 - Deputy Clerk
 - Planner II
 - Scheduling Supervisor, SPH
 - Maintenance Person II, ISD
- Authorize the development of a recruitment strategy to fill the new positions

Respectfully Submitted

Robert Maisonville

Originally Signed by

Robert Maisonville, Chief Administrative Officer

Appendix No.	Title of Appendix
Appendix I	Administrative Memo - Administration - Deputy Clerk
Appendix II	Administrative Memo – Administration - Planner II
Appendix III	Administrative Memo – Sun Parlor Home, Scheduling Supervisor
Appendix IV	Administrative Memo – Infrastructure Services – Maintenance Person II