

Request for Decision City Council




Type of Decision									
Meeting Date	February 13th, 2008			Report Date	February 8th, 2008				
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title

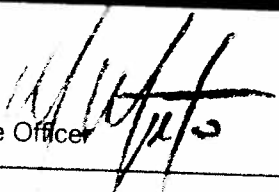
WINTER CONTROL ROADS FOREPERSONS WORKLOAD



Budget Impact / Policy Implication	Recommendation
<p>This report has been reviewed by the Finance Division and the funding source has been identified.</p> <p>If the Recommendation in this Report is adopted by Council, it will have a \$66,000. Budget impact in the 2008 year, which the Report proposes be paid from the Winter Control Reserve Fund.</p> <p>For the 2009 (and potentially beyond) Budget years, if the Recommendation in this Report is adopted it will have a \$210,000. Budget impact. The Report suggests that if the Recommendation is adopted by Council, that temporary hours required for five (5) Forepersons during the Winter Control Season be added to the 2009 Base Budget amounting to approximately \$210,000. and 0.1% increase on the tax levy.</p>	<p>THAT Council authorize Infrastructure Services Department staff to hire five (5) additional Temporary Roads Forepersons for the 2008 - 2009 Winter Control Season, pending a process review of Winter Control management activities;</p> <p>AND THAT the \$66,000. cost associated with this recommendation for the 2008 Budget be drawn from the Winter Control Reserve Fund;</p> <p>AND THAT the \$210,000. current Budget impact from adoption of this Report for the 2008-2009 Winter Control Season, be added to the 2009 Base Budget.</p>
<input checked="" type="checkbox"/> Background Attached	<input type="checkbox"/> Recommendation Continued

Recommended by the Department


 Greg Clausen
 General Manager of Infrastructure Services

Recommended by the C.A.O.


 Mark Mieta
 Chief Administrative Officer

Report Prepared By	Division Review
 Patrick Thomson Director of Human Resources and Organizational Development	 Patrick Thomson Director of Human Resources and Organizational Development

REASON FOR THIS REPORT

This Report and Recommendation have been brought forward to Council, as a result of a number of concerns expressed by Councillors in late 2007/early 2008 to the effect that:

- a) Non Union Supervision in Infrastructure Services Operations were getting “burned out”;
- b) That staffing levels should be reinstated in this area to where they were in 2005-2006, and 2006-2007, and;
- c) That the general organizational structure and functioning of Infrastructure Services Operations should be reviewed.

This Report undertakes to explain the forces that have brought us to this point since amalgamation, and recommends a way forward to Council. The Report limits its content to a review of conditions of employment/work load for Infrastructure Services Roads Operations personnel. Depending on Council’s direction on the matter, other reports will be brought forward for other operations within CGS if deemed necessary by the Senior Management Team (SMT), or requested by Council.

BACKGROUND - RELEVANT EVENTS SINCE AMALGAMATION

The following provides a truncated, point form summary of the material changes which brought us to the current situation (dates are approximate):

2001

- The Infrastructure Services Operations is structured as one (1) group: Water, Sewer, Roads, Facilities and Grounds (i.e. Parks Services) are all housed together. Although the Transition Board guesstimated large operating savings if the number of depots and geographic areas (called “Area Sections” by Public Works staff) were rationalized from five (5) to three (3), no capital

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envelope was ever identified for the rationalization, and in 2005, the status quo (five (5) Area Sections) was confirmed.

2003

- Parks Services is split out from Public Works, and placed under the predecessor to our Community Development Department to match Grounds and Facilities maintenance, with Leisure Services programming.

2004

- Council appoints four (4) Community Solutions Teams, led by citizens. Council adopts the Report of the "Light Vehicle" Solutions Team, that calls for a removal of the light vehicles assigned to Non Union personnel (chiefly Forepersons), and the substitution of a cents per kilometre allowance.
- Before the Report is implemented, an open letter is sent to the SMT and Council by twenty-three (23) Forepersons/Superintendents, expressing dissatisfaction with this recommendation. The letter proposes some options to Council to redress the issue, one (1) includes the payment of overtime to Non Union staff, and a second option proposes to reinstate the cars as an alternate form of compensation for standby and overtime (with the likely belief that standby and overtime frequency would remain about the same as existed in 2004). Council adopts the second option, and the vehicles are maintained.
- The CRA audits CGS and determines that vehicles are a taxable benefit, and all Non Union staff (including Forepersons/Superintendents) are to be charged a taxable benefit for the personal use of their CGS vehicle. Although known at the time the open letter is received from the Forepersons/Superintendents, the effect of this CRA ruling is not appreciated until years following, decreasing the attractiveness of the vehicle as an offsetting benefit for standby and overtime.

2005

- Ministry of Labour gives increased powers for inspections, open letter is sent to municipalities, cautioning Employers not to exceed the maximum hours of work allowed under the *Employment Standards Act*, particularly during winter storms.
- The Berkeley Group's Report is sent directly to Council claiming that apart from restructuring the SMT, an additional \$2.0 MM of savings is available from additional Non Union staff reductions. In response, at the direction from Council, the SMT brings forward the Blueprint, which cuts twenty (20) Non Union positions from the Non Union Employee population, including some

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Infrastructure Services Operations personnel. (Reference: Page 32, December, 2004 Berkeley Final Report)

- Council adopts a three (3) shift model for Winter Control operations. In 2006, after two (2) back to back significant events, the plan falters, and additional funds are injected in the middle of 2005-2006. At the end of the Winter Control Season, Council is advised that to maintain service levels, \$2.3 MM of additional Operating Budget monies will need to be placed in the next year's Winter Control Budget. Council approves the proposal for 2006-2007 only.

2007

- In 2007 Budget deliberations, a Joint Union/Management Winter Control Plan is presented to Council which removes \$3.0 MM from the Budget. Five (5) Limited Non Union positions are removed from the model to help achieve these savings. The Plan does not change the required levels of Non Union Employees on standby in each of the five (5) Area Sections. In the result, the Roads Forepersons are on standby two (2) out of every three (3) weeks during the Winter months.

The foregoing is intended to demonstrate that a series of unrelated events and forces have led to the situation Non Union Supervision/Management at CGS face today.

ANALYSIS AND RECOMMENDATION

This problem either did not exist, or was not so pronounced in the early years following amalgamation (2001 to 2004). As evidence of this, this Report submits that the Forepersons themselves proposed that the reinstatement of the personal use of a CGS vehicle would be adequate compensation for standby and overtime worked in 2004.

Overtime for Roads Forepersons centres around Winter Control. Although the same group are on standby in the Summer months, overtime calls are comparatively few, and being on standby is less onerous during the Summer (i.e. although constrained to remain within CGS boundaries, being on standby is not as onerous in the Summer months). Overtime in the Summer months at CGS centres on other areas (Building Inspectors and supervision for building construction, Field Inspectors overtime related to road construction, and Parks Services supervision overtime related to special events management). A review of these areas is outside of the scope of this Report.

Focusing on Winter Control, Appendix "A" to this Report is a chart which shows supervisory staffing since amalgamation. The chart demonstrates that our geographic deployment of staff has not changed since amalgamation (i.e. the five (5) geographic Area Sections have remained constant), however, our deployment plan and Roads Forepersons staffing has changed three (3) times since amalgamation.

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The removal of the five (5) additional Winter Control Forepersons from Winter Control Operations, has resulted in the circumstance where a Foreperson is **on standby and called out on overtime two (2) out of every three (3) weekends during the Winter**. While this level of standby/overtime was accepted by Forepersons in the early years after amalgamation, after experiencing two (2) Winter Control Seasons with a better quality of life, these Forepersons are now asking that the municipality support them in some reasonable work/life balance.

While more efficient options are considered (see below), this Report advocates that the Winter Control Foreperson staffing be returned to its previous levels. For the current Winter Control Season, no additional Forepersons can be added, for by posting for additional Forepersons, we would lose our Truck Drivers on the plow routes (i.e. there is no excess staffing available on short term notice to fill all roles). Staff intends to work through the balance of this Winter Control Season by offering compensating time off/ lieu time to these Employees when they are actually called out to work overtime on the weekend. The Infrastructure Services Department will then prepare to hire five (5) additional Winter Control Forepersons for the next Winter Control Season, as a default move dependant on the outcome of two (2) other reviews (see below).

UNION PROPOSAL - WINTER CONTROL

Council will recall that our Outside Unit Local CUPE Union desired to make a Budget submission which would see a higher level of service and more contracting in of Winter Control plow routes. That presentation was agreed to be deferred to April, 2008, and if adopted, it would be implemented for the 2008-2009 Winter Control Season. Any changes to the levels of service or Contract Employees/Contractor mix could potentially have implications for the amount of supervision required, and the recommendation in this Report is made with that caveat in mind.

PROCESS REVIEW

This recommendation emanates from a classic model of staffing - assuming that Supervisory staff is required in each of the five (5) Area Sections on a twenty-four (24) hour basis during the Winter for purposes of monitoring road conditions, calling out and directing our workforce/the Contractors, as appropriate in responding promptly to citizen concerns.

Other staffing options may be available, however, they would require significant work redesign to achieve. In addition, the possibilities afforded CGS through technology (i.e. the Winter Control Centre, and AVL technology for monitoring truck position and past movements), may also assist us in rationalizing management of our Winter Control operations in the future, without sacrificing citizen safety, or quality of work. The Infrastructure Services Department has agreed to examine these possibilities through a process review, for potential implementation for the next Winter Control Season. If the

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review is not completed by the next Winter Control Season, or a viable alternative cannot be arrived at, approval of this Report offers a default option to ensure quality, safety, and a reasonable work/life balance for our Roads Forepersons on a go forward basis.

For Council's consideration.

APPENDIX "A"

ROADS FOREPERSON DEPLOYMENT - SUMMER

	2001-2005	2005 Blueprint Year 3 Shift Winter Control Model
Northeast Area Section (Suez Depot)	2 Forepersons	1 Foreperson
Northwest Area Section (Chelmsford Depot)	2 Forepersons	1 Foreperson
Southwest Area Section (Black Lake Depot)	2 Forepersons	1 Foreperson
South Area Section (St. Clair Depot)	4 Forepersons	2 Forepersons
East Area Section (Frobisher Depot)	4 Forepersons	2 Forepersons
City Wide	1 Foreperson	
Total Forepersons in Summer	15	7
Notes	15 Forepersons siloed to "Water/ Wastewater, Roads, Parks" amalgamated group. All assigned Day Shift.	- 2003: Parks split off, takes 3 Forepersons. - 2005: Blueprint - Forepersons split: 7 to Roads, 7 to Water/Wastewater, Meter Shop Foreperson eliminated.

APPENDIX "A"

ROADS FOREPERSON DEPLOYMENT - WINTER

	2001-To Winter of 2004-2005	2005-2006 Blueprint Year 3 Shift Winter Control Model - Union Heavy Use of Contractors Forepersons on 12 Hour Shifts	2006-2007 Repeat of 2005-2006 save contracted in plowing, Foreperson Now On 3 shift Schedule	Today 1 Shift Winter Control With Option To Go To A 2 Shift Model (No Change to Foreperson Schedule)
Northeast Area Section (Suez Depot)	3 Forepersons	4 Forepersons	4 Forepersons	3 Forepersons
Northwest Area Section (Chelmsford Depot)	3 Forepersons	4 Forepersons	4 Forepersons	3 Forepersons
Southwest Area Section (Black Lake Depot)	3 Forepersons	4 Forepersons	4 Forepersons	3 Forepersons
South Area Section (St. Clair Depot)	4 Forepersons	4 Forepersons	4 Forepersons	3 Forepersons
East Area Section (Frobisher Depot)	4 Forepersons	4 Forepersons	4 Forepersons	3 Forepersons
Citywide	1 Foreperson			
Total Forepersons in Winter	18 1 Relief Foreperson added in each of three small Area Sections for the Winter	20	20	15
Notes:	- 15 Permanent Forepersons siloed to "Water/Wastewater, Roads, Parks". - All assigned Day Shift. - All "on call", worked as necessary.	- 12 Permanent Forepersons including 4 surplus Non Union maintained until December, 2007.	- 8 Permanent Forepersons. - No on call. - Unpopular with Forepersons (because of 12 hour shifts and shift schedule).	- 8 Permanent Forepersons. - Forepersons assigned 3 - 8 hour shifts, Monday to Friday. - 2 of 3 on call on weekends.