



INFORMATION REPORT

TO:	Chair and Members Audit, Finance and Administration
COMMITTEE DATE:	June 12, 2017
SUBJECT/REPORT NO:	Internal Clerical and General Labour Staffing Pool (HUR17008) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Jodi Koch 905-546-2424 Ext. 3003
SUBMITTED BY:	Lora Fontana Executive Director Human Resources & Organizational Development
SIGNATURE:	

Council Direction:

Not Applicable

Information:

Approximately 30 years ago, the City of Hamilton established a clerical pool. This clerical pool was largely discontinued at the time of amalgamation due to the placement of surplus (displaced) employees, while employees transitioned into regular vacancies. In 2010, steps were taken to discontinue the clerical pool and rely exclusively on temporary employment agencies. In response to CUPE 5167 grievances, which were alleging improper use of agency workers to fill temporary vacancies, a Memorandum of Agreement (MOA) was signed in October 2012. The MOA requires that:

- a) the union to be notified if a vacancy is filled by an agency employee;
- b) vacancies which last longer than eight weeks will be posted internally; and
- c) the City will pay the union the amount equivalent to union dues at the vacant position's regular rate and hours for every day the agency employee works past twelve weeks.

Due to continued non-compliance issues, Human Resources/Labour Relations conducted a review of the MOA in April, 2017. Communication was issued to those departments having obtained services from the temporary employment agencies. The information that was obtained revealed that there were a number of non-compliance issues largely related to timely notification of the union and positions remaining unposted beyond the eight week limitation. Currently, Employment Services receives

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monthly statements on temporary employment agency usage but is often unaware of the presence of agency employees until after work has been performed. As a result, job requisitions and backfills may not be timely.

Non-compliance with the Use and Control of Temporary Employment Agency Policy and Procedure puts the Corporation at risk of violating the job posting provisions of the Recruitment and Selection Policy, the CUPE 5167 Collective Agreement, and the Memorandum of Agreement between the City and CUPE 5167.

The total cost of temporary employment agencies continues to increase year over year totaling nearly \$1.3 million in 2016. While the clerical temporary agency costs decreased from \$850,000 in 2015 to approximately \$600,000 in 2016, there is a potential liability associated with grievance costs. This may also compromise our desire to have transparency with the union on the vacancy filling process.

A significant increase in the use of general labour temporary agency employees was also noted from 2015 to 2016. Drake Employment had a total payment of \$217,000 in 2015 and that figure more than doubled to \$461,000 in 2016.

Expected Outcome:

Phase 1

Gather relevant information regarding the usage and compliance of clerical pool replacements in order to ensure compliance with applicable policies and collective agreement language.

Phase 2

Gather similar information on the usage and compliance with general labour replacements.

A pilot will allow for more accurate costing implications and other considerations to be determined. Develop process efficiency recommendations for possible implementation in 2019.

Roadmap (timeline):

September 1, 2017 to December 31, 2018 – Phase 1 would have Employment Services use internal temporary resources to implement a pilot of internal clerical pool employees to offset Adecco temporary agency employees. This may include hiring temporary clerical staff.

Phase 2 would have Employment Services follow a similar process for general labour replacement requests.

Q4 2018 – Recommendation regarding options on process improvement provided to Senior Leadership Team for consideration for implementation in 2019.

Related Documents:

Use and Control of Temporary Agency Services Policy
Use and Control of Temporary Agency Services Procedure
Recruitment and Selection Policy
Eligibility for Re-employment Policy

Appendices and Schedules Attached

Appendix A to Report HUR17008 -Total Temporary Employment Agency Expenditures 2015 and 2016
Appendix B to Report HUR17008 - Adecco Monthly Invoices 2015 and 2016
Appendix C to Report HUR17008 - Adecco Reason for Request 2015
Appendix D to Report HUR17008 - Adecco Reason for Request 2016
Appendix E to Report HUR17008 - Total Temporary Employment Agency Payments