



Hamilton

# INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 18, 2019
<b>SUBJECT/REPORT NO:</b>	Internal Administrative Pool Update (HUR19011) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
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<b>SUBMITTED BY:</b>	Lora Fontana Executive Director Human Resources
<b>SIGNATURE:</b>	

## INFORMATION

In June 2017, Human Resources presented a proposal to implement a pilot project for an Internal Administrative Support Pool. The intent of the pilot was to ensure that replacement staff were being compensated fairly for the work performed and that appropriate compliance with the collective agreement was adhered to when using replacement staff. In response to CUPE 5167 grievances which were filed alleging improper use of agency workers to fill temporary vacancies, a Memorandum of Agreement was signed in October 2012 which requires:

- 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;
- 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.

Following the June 2017 Information Report (HUR17008) – Internal Clerical and General Staffing Pool to the Audit, Finance, and Administration Committee, discussions were held with CUPE Local 5167 and a Memorandum of Understanding was signed by the parties in March 2018. Shortly thereafter, postings for these opportunities were created. Applicants went through a screening and testing process and then began to be offered employment opportunities as needs arose across the organization.

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

During the nine (9) month period from July 2018 to end of March 2019, a total of thirty-seven (37) requests for temporary administrative support were received by the Human Resources Talent team. Of those requests, twelve (12) were filled from the internal pool, thirteen (13) were filled by Adecco Employment Services once the available internal pool was exhausted, and twelve (12) requests were deemed no longer necessary or the hiring manager chose to leave the position vacant.

The most common reason for the request was to provide coverage while a recruitment process was being completed to fill the vacancy, followed by a need for additional administrative support, and then short-term absence coverage.

The creation of an Internal Administrative Support Pool ensures that union dues are collected appropriately as the individuals are City employees and union dues, if applicable, are automatically deducted through our payroll processes. All Adecco Employment Services requests are processed through the Talent team within Human Resources and appropriate assignment and billing information is provided to the hiring manager. The hiring manager is then responsible for ensuring appropriate union dues are submitted in accordance with the Memorandum of Understanding. None of the Adecco Employment Services assignments during the pilot program period exceeded the eight week or twelve week stipulations.

During the pilot program, two (2) participants secured temporary, full-time (12 months) employment within the classification of their assignment and one participant secured permanent, part-time employment. This resulted in a need to replenish the candidates and required a second round of postings, screening, and testing. Out of the 8 candidates hired into the pool, 5 were internal and 3 were external.

The pilot program resulted in many favourable outcomes. The Departmental feedback on the program has been positive and this streamlined approach ensures that we have a better line of sight on the use of agency personnel for administrative duties.

The participants have appreciated the opportunities provided and the ability to apply to other job postings as internal candidates which has increased the likelihood of securing more regular and less precarious work. The union, CUPE Local 5167, has also provided favourable reviews as they recognize our commitment to ensuring compliance with the Collective Agreement and avoiding long term or improper use of agency employees. In fact, we have not received any grievances from CUPE 5167 relating to improper use of administrative agency employees or failure to submit union dues since the inception of the administrative pool in July 2018.

At the time of our initial report, we indicated that consideration would be given to a Phase 2 implementation for general labour positions. At this time, we are not recommending proceeding with Phase 2 due to the complexities and costs anticipated with such a pilot program. While the skills and abilities for the administrative pool are relatively similar in nature, the variety of training, skills, certifications, and physical demands of the general labour work is quite varied and complex. This would require far greater time and effort to adequately screen and test the candidates to ensure they were placed appropriately. This would likely require additional resources to manage this portfolio accordingly.

Given the positive outcomes associated with the Internal Administrative Support Pool, it is recommended that we end the pilot program and proceed with a permanent one, with greater emphasis on increasing the number of participants and further reducing the reliance on the external agency personnel. Every effort will be made to managing the numbers within the Internal Administrative Support Pool, ensuring a proper balance of staffing numbers that are reflective of our administrative support needs.