


Hamilton

**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Housing Services Division**

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	October 17, 2019
<b>SUBJECT/REPORT NO:</b>	Housing Services Administration Position Change (HSC19053) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Rob Mastroianni (905) 546-2424 Ext. 8035
<b>SUBMITTED BY:</b>	Edward John Director, Housing Services Division Healthy & Safe Communities Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

That one permanent Team Control Clerk full time equivalent position within Residential Care Facilities & Emergency Shelter Services, Housing Services Division be converted to one permanent Housing Services Case Aide full time equivalent position within Residential Care Facilities & Emergency Shelter Services, Housing Services Division.

**EXECUTIVE SUMMARY**

Staff within the Residential Care Facilities (RCF) & Emergency Shelter Services team provide intensive case management, housing focused supports, emergency response, and access to financial assistance to individuals experiencing homelessness, those staying within the emergency and Violence Against Women (VAW) shelter systems and those residing in Residential Care Facilities.

Our current staff resource allocation does not effectively support high impact casework. The current responsibilities and limited delegation of authority to clerical support roles results in a significant administrative burden on case management workers. The proposed realignment of duties, combined with increased delegation of authority to remaining clerical roles, will significantly reduce the administrative workload of case management workers. This will allow time for more high impact case management activities and better access to services and supports for clients.

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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.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The current Team Control Clerk (TCC) full time equivalent (FTE) is funded through the Ontario Works 50/50 Cost of Administration Agreement (50% Ontario Works, 50% Net Levy). The conversion to a Case Aide means the position will be two salary compensation grades higher. The increased costs in 2019 are approximately \$2 K and will be offset through existing budget savings and therefore will have no net levy impact. The 2020 annual increase of this proposed conversion is \$12 K.

**Staffing:** The duties and workload of three administrative support positions were reviewed to better align with the support needed for case management functions and high impact case management. The new structure will have two administrative support positions and one position converted to a case aide with broader duties and increased delegated authority for certain tasks and will result in an equivalent number of FTE positions. The one administrative role being converted is currently vacant, so this change will have no direct staff impact.

**Legal:** There are no legal implications associated with Report HSC19053.

**HISTORICAL BACKGROUND**

The TCC position was implemented within the RCF & Emergency Shelter team several years ago as an administrative support role. Currently, there are two TCC FTE positions within the team. Since implementation, the administrative requirements have shifted and do not require the same degree of staff time.

Several changes within the homelessness serving system have required that case management staff dedicate more focused attention on high impact, housing focused case management duties. In addition, modernization changes within the social assistance system dictate that more time be spent on this higher impact work.

The conversion of this staff role will provide the opportunity to re-align responsibilities, resulting in more effective workload distribution and a more efficient client service path.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Budgeted Complement Control Policy - CBP-1  
Budget Control Policy – CBP-2

## **RELEVANT CONSULTATION**

The FTE position is funded through Ontario Works and net levy via 50/50 Cost Share agreement. The Ministry of Community, Children and Social Services (MCCSS), Ontario Works Division, and Finance & Administration Division have been consulted and approve this change.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

Workload analysis, staff visioning sessions, and client service path reviews were conducted. In addition, results of the Our People Survey were reviewed. Results show that case management staff are required to spend a significant amount of time on lower impact case management work that could be better aligned with a Case Aide role. Staff do not have adequate time required to dedicate to the housing focused and crisis response work that they are intended to complete.

Staff support the recommendation in Report HSC19053 as it will achieve the following administrative outcomes:

- Support income security reform, social assistance modernization, human services integration and improves the client experience;
- Shift routine tasks and decisions away from Case Managers to enhanced clerical roles, enabling more high impact casework with clients;
- Realize efficiencies by identifying and reducing duplication of work through the centralization of tasks and activities;
- Increase opportunities for career advancement for clerical staff;
- Leverage efficiencies in the SAMS technology; and,
- Improve system responsiveness, increased opportunities for high impact casework and the resulting improved outcomes for clients.

It is also anticipated that proposed changes will result in improved outcomes including:

- Cutting the time case management workers spend on administrative tasks;
- An increase in time available to dedicate to intensive, housing focused case management for those clients experiencing homelessness;
- A more efficient customer experience through the completion of administrative tasks in a timelier manner; and,
- An increase in the number of Client Appointments/Contacts with those experiencing homelessness/residing in shelter.

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**ALTERNATIVES FOR CONSIDERATION**

None

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Our People and Performance**

Hamiltonians have a high level of trust and confidence in their City government.

**APPENDICES AND SCHEDULES ATTACHED**

None