

REPORT

Human Resources & Information Technology

To: Mayor Johnstone and Members of Council
Date: December 12, 2022

From: Eva Yip,
Acting Director, Human Resources &
Information Technology
File: 05.1035.10

Item #: 2022-752

Subject: Staffing Challenges Update

RECOMMENDATION

THAT Council directs that the Senior Management Team report back on a comprehensive staff recruitment and retention strategy for Council's consideration.

PURPOSE

To update Council regarding the City's staffing and service delivery challenges.

BACKGROUND

On May 30, 2022, the Chief Administrative Officer provided a report to Council regarding the staffing resource challenges and implications on departmental service delivery work plans, with memos from five departments articulating the unique challenges being faced and the realignments being made to their respective work plans and/or recruitment strategies (See *Attachment #1 – Staffing Resource Challenges and Implications on Departments' Service Delivery Work Plans*).

Current State

Similar to other public and private sector employers, the City of New Westminster continues to face staffing challenges. Attrition rate is a measure of vacated positions as a percentage of the City's regular full-time and part-time staffing complement. From 2017 to 2021, the City's attrition rate of regular positions had remained at 5-8% annually with 2019 having the lowest rate at 5%. In 2022, the attrition rate is trending towards 10% by the end of the year. This increasing rate of attrition year over year, presents

considerable service delivery challenges for a medium-sized organization such as the Corporation of the City of New Westminster.

As of November 24, 2022, in addition to the high number of vacancies (currently at 71 positions or approximately 10% of total staff complement), departments are also faced with gaps due to having a number of employees on leaves of absences (currently at 34 employees or approximately 5% of staff complement). This means that the City is currently operating at 15% below normal capacity.

Moving Forward

The Senior Management Team (SMT) is developing a resourcing plan to address these challenges. A comprehensive staff recruitment and retention strategy will be provided to Council in the New Year.

INTERDEPARTMENT LIAISON

The Senior Management Team (SMT) has collaborated in the writing of this report.

OPTIONS

There are two options for Council's consideration. They are:

Option 1: THAT Council directs that the Senior Management Team report back on a comprehensive staff recruitment and retention strategy for Council's consideration.

Option 2: THAT Council provide staff with other direction.

Staff recommend Option 1

ATTACHMENTS

Attachment 1: May 30, 2022 Report - Staffing Resource Challenges and Implications on Departments' Service Delivery Work Plans

APPROVALS

This report was prepared by:
Eva Yip, Acting Director, Human Resources & Information Technology

This report was approved by:
Lisa Spitale, Chief Administrative Officer