



The Regional Municipality of Durham Report

To: Committee of the Whole
From: Commissioner of Corporate Services
Report: #2023-COW-28
Date: June 14, 2023

Subject:

Prebudget Approval for the Addition of Permanent Staff Complement to Address Emerging Priorities

Recommendation:

That the Committee of the Whole recommends to Regional Council:

- A) That the full-time staffing complement of the Corporate Services Department – Human Resources Division be increased by two (2) Compensation Analysts, at an estimated cost of \$96,300 (\$91,900 in salary costs and \$4,400 in one-time capital costs) for 2023 (annualized cost \$242,732), commencing mid-August 2023 to be funded from salary savings from current vacancies in 2023;
- B) That subject to Part A) being approved, 2024 prebudget approval be received for financing for the additional staff complement to be added to the 2024 Corporate Services Department – Human Resources Division Business Plans and Budget;
- C) That the full time complement in the Social Services Department be increased by three (3) positions for the establishment of the Regional Affordable Housing Development and Renewal Office at an estimated cost of \$193,300 (\$186,700 in salary costs and \$6,600 in one-time capital costs) for 2023 (annualized cost \$568,400) to be funded at the discretion of the Commissioner of Finance in 2023; and
- D) That subject to Part C) being approved, prebudget approval be received for financing for the additional staff complement to be added to the 2024 Social Services Business Plans and Budget.

Report:**1. Purpose**

- 1.1 The purpose of this report is to brief Regional Council on the job evaluation process, and challenges expressed by departments related to the timely development and update of job documentation.
- 1.2 This report also provides information to Regional Council on the establishment of the Affordable Housing Development and Renewal Office which will lead in new regional affordable housing development, including 300 Ritson Rd. South, Oshawa and 650 Rossland Rd., Whitby and the revitalization projects of Durham Regional Local Housing Corporation (DRLHC) sites.
- 1.3 This report seeks Regional Council's prebudget approval for the addition of new permanent positions in Corporate Services – Human Resources and the Social Services Department to address emerging priorities as described in this report.

2. Background**Job Evaluation Process**

- 2.1 The Region engages in an established job evaluation process to determine the relative salary value of different jobs compared to other jobs within the same employee group. This process ensures that the Region creates and maintains a pay structure that is consistent, fair, rational, and compliant with Pay Equity legislation. The Region currently maintains two job evaluation processes encompassing the Management and Exempt group of employees and CUPE 1764 group of employees.
- 2.2 All departments participate in the current job evaluation process to evaluate positions within these employee groups. Job documentation must be developed for all new positions; where positions are revised or undergo significant change in scope, revisions of the existing job documentation is required. Through the job evaluation processes, the Region has established a salary structure and hierarchal framework of internal jobs in place today. Furthermore, the Region and CUPE 1785 negotiated a framework for the introduction of a job study for the Region's outside workers. The establishment of the framework and the terms of reference for the 1785 joint job evaluation process has been lengthy and complex and is currently subject to litigation. This has created additional workload demands on the human resources personnel.

- 2.3 Feedback received from Regional departments regarding the job evaluation process is that it can be cumbersome and time consuming to complete without support. Development of the job evaluation documentation can take up to three months, or longer, due to the length of the exercise and the input required from employees to prepare a draft, review, refine the information, and finalize the documentation in tandem with their supervisor and/or manager. This is completed by staff within each area of the organization, which can lead to inconsistencies in the approach to creating the documentation and proficiency in documenting the actual work required in a specific job. When a new job is created this process can take much longer and may require additional research. The process sometimes results in inconsistent quality in the job documents created depending on the writer's skills. This, in turn, can make the comparison and evaluation of positions difficult and could result in a position being disadvantaged when marketing it in a competitive job market, for example, if not scored accurately. If the documentation requires additional refining it adds time to the process as documents are clarified. Having staff working with the departments to ensure the same approach to the evaluation process ensures a consistency to the documentation, one type of voice for all jobs, and allows us to remain competitive in the current labour market.
- 2.4 If there are insufficient resources to complete this process, the timeframe to update documents and implement potential pay changes to jobs are further delayed.
- 2.5 The last comprehensive job study for the Management and Exempt and CUPE 1764 employee groups was conducted over 20 years ago. Departments have been encouraged to review their teams' job documentation to ensure they remain accurate and up to date; however, there is a hesitation to put forward a review of the job due to the time and resources required to develop updated documentation. In some cases, the original job documentation from the year 2000 is the most current job documentation. This has created a significant gap given jobs are rarely static, and if/when a vacancy was to arise, the job documentation formulates the foundation of the job posting. Further, the rate of pay may not be current which could serve as an impediment to attracting the best candidates in a competitive labour market.
- 2.6 Staff in Human Resources are currently reviewing the rating tool used by the Region with a goal of moving to a more streamlined process. This will require the review of all job documentation under the new evaluation process, which will require the renewal and update of all job documentation for management and exempt positions, reflecting the status and current responsibilities. As part of the proposed new process staff recommend that moving forward, a standard requirement to review job documentation at regular intervals be implemented to ensure job data remains current and salaries reflect current duties.

Affordable Housing Development and Renewal Office

- 2.7 Housing affordability is an essential component of a healthy and complete community. The Master Housing Strategy, approved by Regional Council in 2020 commits to the development of new affordable housing units through such activities as revitalization of the Durham Regional Local Housing Corporation (DRLHC) portfolio, review of public surplus lands for affordable housing development, and rapid development of supportive and transitional housing.
- 2.8 Significant progress has been achieved including the Oshawa Microhome development, Beaverton Supportive Housing project, purchase of a surplus school site (300 Ritson Rd. S in Oshawa) and continued work to move forward on the revitalization of two DRLHC sites in Oshawa (Malaga Rd., Christine Crescent).
- 2.9 Infrastructure Ontario will be retained to provide advisory services for the DRLHC revitalization to build capacity and expertise internally for future redevelopment projects.
- 2.10 In addition to the opportunities that have been identified by staff to create new affordable housing units within mixed income communities, there will be additional opportunities through potential land acquisitions, transit-oriented development, and private public partnerships (P3s), all of which will require dedicated resources to ensure optimal outcomes are achieved.
- 2.11 With historically high construction cost inflation, it is essential for the Region to investigate and, when prudent, seize opportunities to increase the supply of housing to meet the needs of Durham residents at different income levels.
- 2.12 The availability of truly affordable and supportive housing that meets the diverse needs of residents has reached crisis levels. Creative and innovative programs and partnerships are needed to strengthen the design, integration, and mix of housing developments. The magnitude of this work will require a dedicated team of staff with the appropriate skill set to identify opportunities consistent with Durham's Housing Strategy and to manage projects accordingly. There is an immediate need to form the Affordable Housing Development and Renewal Office to support the 300 Ritson Rd. S. Oshawa and DRLHC projects as they move into the community engagement phase of development, and to work along side Infrastructure Ontario.

3. Previous Reports and Decisions

- 3.1 There are no previous reports or decisions related to the job evaluation process.
- 3.2 The following reports have been approved by Regional Council related to the redevelopment of the DRLHC portfolio:
- a. [Report #2014-J-16](#) At Home in Durham, the Durham Housing Plan 2014-2024.
 - b. [Report #2020-COW-27](#) Master Housing Strategy.
 - c. [Report #2019-COW-25](#) At Home in Durham, the Durham Housing Plan 2014-2024 – Five-year Review.
 - d. [Report #2022-COW-14](#) 2022 Asset Management Plan.
 - e. [Report #2022-COW-19](#) At Home in Durham, the Durham Housing Plan 2014-2024 Annual Report.
 - f. [Report #2023-COW-12](#) Approval to Retain Infrastructure Ontario for Project Management Services for the First Phase of the Revitalization of Durham Regional Local Housing Corporation Properties.

4. Resourcing to Update Job Documentation

- 4.1 Given the current labour shortage, the Region endeavours to attract a diverse and highly skilled workforce, and to commit to an attractive total compensation package. To be successful, job documentation needs to be current, reflecting the expectations and remuneration associated with those duties. To assist departments in expediting the job evaluation process, Corporate Services' Human Resources Division is proposing to secure additional resources to draft and develop job documentation in consultation with the respective manager and employee(s). This will require two (2) additional permanent full-time Compensation Analysts to provide this support in-house and continue to meet operational needs of the division.
- 4.2 Leveraging in-house job writers will reduce the amount of time and resources departments must commit to the job evaluation process and facilitate a regular review of job documents. This will ensure that the main goals of job evaluation are attained including identifying and eliminating wage inequities, ensuring that like wages are paid to all qualified employees for like work and like value.

5. Creation of the Affordable Housing Development and Renewal Office

- 5.1 Delivering new affordable housing projects and the renewal of the DRLHC portfolio is a tremendous undertaking and can only be successful with resources dedicated to the planning and oversight of this work. An initial team of three (3) staff is necessary to manage current projects with extensive support from existing internal resources and consulting provided by Infrastructure Ontario. Staffing levels will be assessed in the future as the complexity and timing of additional phases of development and redevelopment work are known and as new opportunities are identified.
- 5.2 The creation of a director level position, along with two technically based support roles is the early vision for this office. The advisor resources required should have a background in collaborative community building, placemaking, urban planning, project management and real estate, with the director being skilled at engagement, partnership development, communication, negotiations, P3s and development. With September 2023 being the target to present the engagement framework to Regional Council, the director level position should be onboard no later than August. The two technical positions can be brought on in October 2023 as the projects begin to ramp up.

6. Financial Implications

- 6.1 Job documentation is primarily updated by the respective departmental manager and employees. It would be challenging to associate a cost when the documentation is completed by Regional staff as this information is not tracked. As referenced in this report, the task can be time consuming and removes staff from core service delivery and value-added community service. Some departments have opted to directly outsource the development of the job documentation to an external consultant due to constrained resources.
- 6.2 Although external resources can somewhat expedite the documentation process, the risk of inconsistencies still exists as the resulting product is dependent on the quality of information by staff and managers who still spend significant time drafting and reviewing job information and appealing decisions. In addition, internal capacity is not built to support the process over the long term, perpetuating dependency on limited external expertise, extending the timeframe to implement the planned process improvements.

- 6.3 Increasing the staff complement of the Corporate Services Department's Human Resources division by two (2) permanent full-time Compensation Analysts, at an estimated 2023 cost of \$91,900 for salary costs and \$4,400 for one-time capital costs (annualized cost of \$242,732). The 2023 expenditures will be financed within the 2023 Approved Budget. The annualized cost will be included in the 2024 Business Plans and Budgets. Although the recommendation has an incremental financial impact, there is significant value to the corporation to achieve consistent, updated job documentation to both attract and retain talent given the current pressure points in recruitment.
- 6.4 The creation of the Affordable Housing Development and Renewal Office comprised of three (3) permanent full-time staff results in an estimated 2023 cost of \$186,700 for salary costs and \$6,600 for one-time capital costs (annualized cost of \$568,400). The 2023 expenditures will be financed at the discretion of the Commissioner of Finance. The annualized cost will be included in the 2024 Business Plans and Budgets.
- 6.5 With challenges attracting talent in the exceptionally competitive recruiting environment, we are now facing permanent employment opportunities must be offered. Therefore, attempting to implement any interim measures until the 2024 Business Plans and Budgets has a very high probability of being unsuccessful, and will delay the critical work intended for these roles.

7. Relationship to Strategic Plan

7.1 Durham Region Strategic Plan:

- a. Goal 2: Community Vitality. Objective: To foster an exceptional quality of life with services that contribute to strong neighbourhoods, vibrant and diverse communities, and influence our safety and well-being.
- 2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing
 - 2.2 Enhance community safety and well-being
- b. Goal 5: Service Excellence. Objective: To provide exceptional value to Durham taxpayers through responsive, effective, and fiscally sustainable service delivery.
- 5.2 Collaborate for a seamless service experience
 - 5.3 Demonstrate commitment to continuous quality improvement and communicating results

8. Conclusion

- 8.1 There is a significant number of jobs requiring documentation updates to accurately reflect their duties, responsibilities and resulting compensation. Completing these updates is essential to ensuring that the Region successfully attracts a diverse and highly skilled workforce in the current, highly competitive job market, offers consistent compensation and remains compliant with Pay Equity legislation.
- 8.2 The additional complement proposed in this report will support departments in developing new or revised job documentation to ensure the main goals of job evaluation are attained and the salary structure and associated wages are current, fair, equitable and able to attract talent in a competitive environment in an effective and efficient manner.
- 8.3 Establishing the Affordable Housing Development and Renewal Office in advance of the 2024 Business Plan and Budgets process will support continued and timely progress towards achieving Councils affordable housing targets and ensure the proper resources are available to oversee and guide this work.

Respectfully submitted,

Original signed by

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Commissioner of Corporate Services

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
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