



## Information Update

<b>TO:</b>	Council
<b>DATE:</b>	November 28, 2016
<b>SUBJECT:</b>	Human Resources Metrics
<b>SUBMITTED BY:</b>	Jacqueline Buchanan HR Specialist

### **SUMMARY:**

The Town of Lincoln is not alone in facing a skill shortage over the next five to ten years as baby boomers retire – however, certain departments are more at risk than others. Coupled with this statistic is the need to also ensure that we prepare our workforce for the entry of millennials and the work-planning approach between various demographics.

In addition, the aging workforce is a concern that lends itself to increased accommodation needs, which legislatively the Town is obligated to honour. It is also important to note how our front-line staffing levels have not changed significantly over the past ten (10) years.

There are a number of reasons why organizations need to prepare and plan for succession planning. The most important being that we rely on staff to carry out day to day work, drive the organizational missions, provide services and meet the organizational goals set by Council. It is critical to anticipate and prepare for what would happen to those services or our ability to execute on them if a key staff member left.

What is required is careful planning and preparation to prepare for the next ten years. Organizations need to prepare and only then will they be able to manage the changes that result from a generational transfer of leadership as well as the ongoing changes that occur regularly when key employees leave an organization by having plans in place.

*\* Note: The metric type information presented in this report deal with permanent staff only and excludes the Library, Council, Crossing Guards and Volunteer Fire Fighters.*

### **BACKGROUND:**

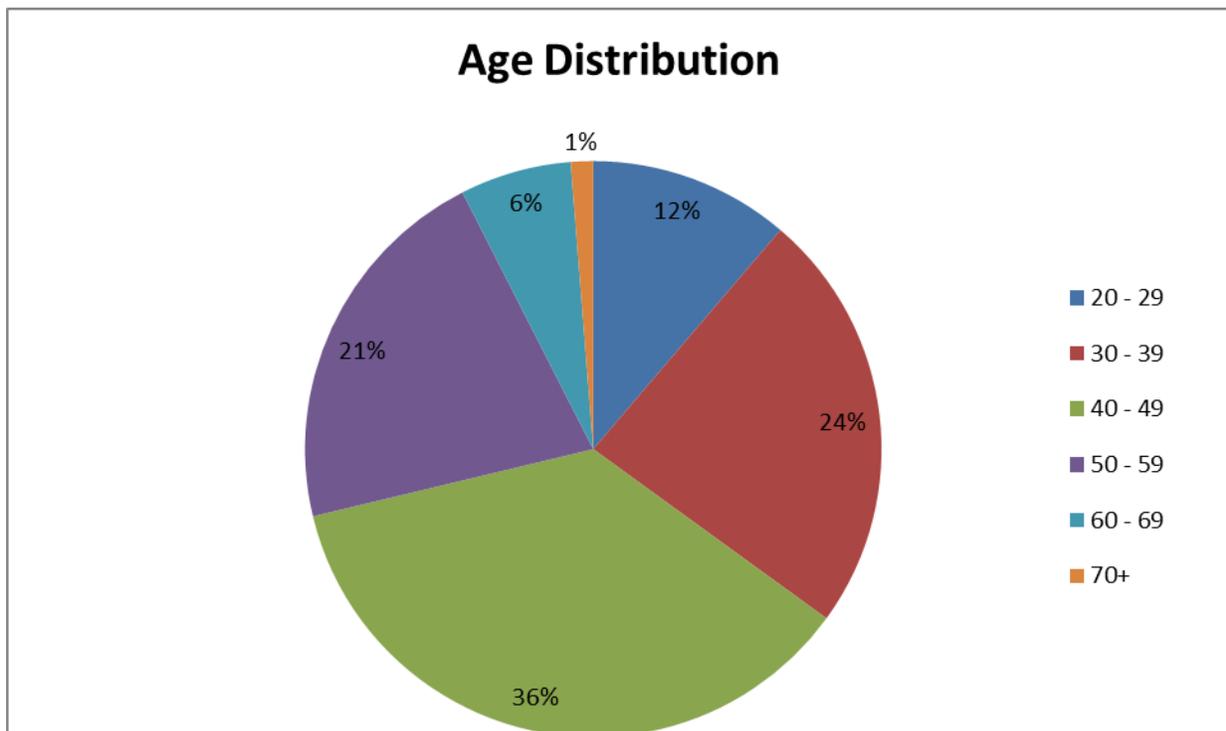
The Town of Lincoln is considered to be an employer of choice. It is viewed as stable employment with good benefits and candidates are thrilled to be able to give back to their community. It is because of the Town's reputation that we can attract excellent candidates and we have a great ability to retain candidates. However, the challenge with retention is with entry type positions where growth and opportunity is limited due to

the small size of most departments. Even with that fact the average staff tenure at the Town is 11 years. This means the majority of employees have spent over 11 years at the Town.

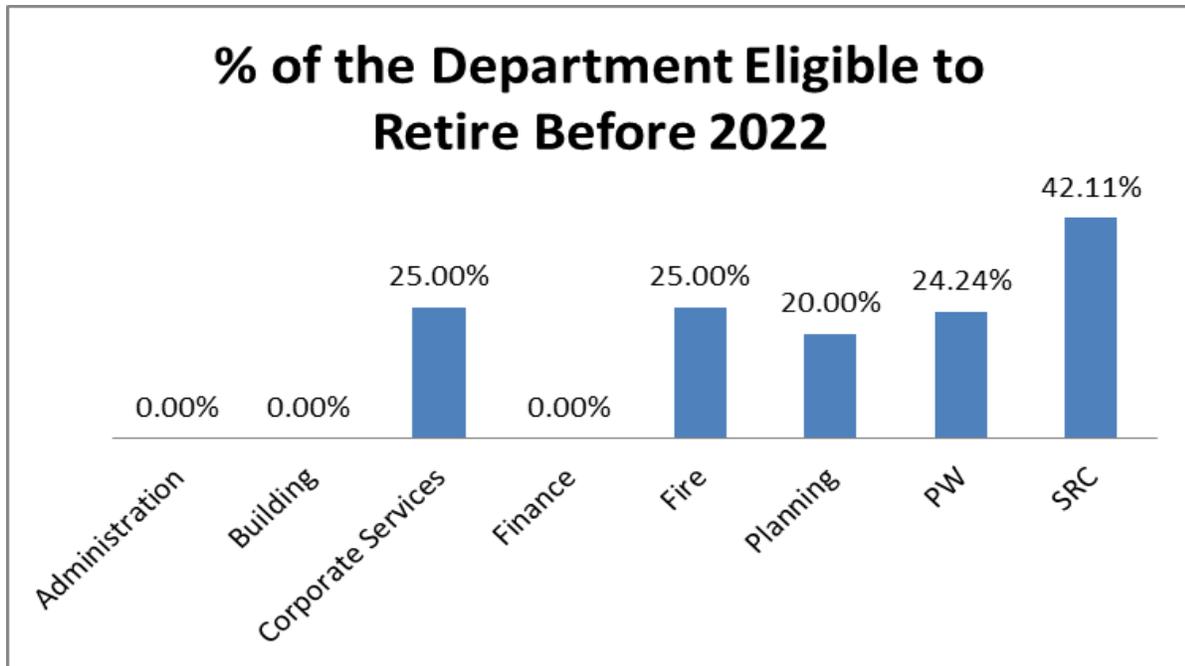
Over those eleven years the Town of Lincoln has remained fairly stable in its overall compliment. Growth in service offerings and demand for additional service is projected to continue over the next few years.

**Key Metrics:**

- Public Works has grown overall by two (2) positions and SRC by three (3)
- In 2005 59% of the workforce was unionized. In 2016, unionized workers comprise 53% of the total workforce.
- The Town has a wide range of ages within its workforce; the youngest is 22, while the oldest will be 71 in early 2017.
- The average age of all the employees is 43.91.



- 42% of SRC is eligible to retire within the next five years. All except one of those employees are front-line staff.
- The Town average is 23% of employees will be eligible for retirement.
- When taken in totality almost 1 in 4 Town employees are eligible to retire within the next five years.



#### CONCLUSION:

Knowing that the workforce could look very different over the next five years, we have put into place some plans, for instance:

- Succession planning by cross-training some employees and by involving others in projects that expand their scope of experience and knowledge.
- An increase in multi-disciplinary work teams to cross pollinate and allow for some depth within the organization, if not in the department.
- Recruiting through the lens of succession planning
- Innovative service delivery
- Developing and executing on a People Strategy
- We are working closely with CUPE to ensure that our capacity to provide services is not impacted by any of the factors mentioned above such as accommodation needs.
- Development of an outside operational staffing plan.
- Ways to increase the flexibility and the maneuverability of the front-line operational staff.
- Building a database of long-term projects suitable to light duties so we can move projects forward even with employees requiring accommodation.

#### ATTACHMENTS

None