

November 07, 2006

To: Policy and Finance Committee, City of Toronto

From: Alok Mukherjee, Chair

Subject: Semi-Annual Report: Toronto Police Service Parking Enforcement Unit
Absenteeism for the period between January and June 2006.

Purpose:

The purpose of this report is to advise the Policy and Finance Committee of the level of absenteeism for the period between January and June 2006.

Financial Implications and Impact Statement:

There are no financial implications in regard to the receipt of this report.

Recommendation:

It is recommended that the Policy and Finance Committee:

- (1) receive this report; and
- (2) advise the Toronto Police Services Board on whether the Committee would like to continue to receive semi-annual reports on the level of absenteeism in the Toronto Police Service – Parking Enforcement Unit in the future given that previous high rates of absenteeism have been resolved.

Background:

At its meeting held on August 10, 2006, the Toronto Police Services Board was in receipt of a report, dated July 12, 2006, from the Chief of Police regarding the level of absenteeism in the Toronto Police Service – Parking Enforcement Unit during the period between January and June 2006.

Comments:

Superintendent Wes Ryan, Parking Enforcement Unit, was in attendance and responded to questions by the Board about the Chief's report.

The Board was advised that the rate of absenteeism in the Parking Enforcement Unit reached a high of 15% in 1998 and that the City of Toronto - Policy and Finance Committee requested that the Service develop a mechanism to reduce absenteeism and to provide semi-annual progress reports to the Committee.

Supt. Ryan advised that a number of initiatives were developed within the Parking Enforcement Unit to address the high rate of absenteeism. Supt. Ryan also emphasized the importance of recognizing good work performed by a member of the Unit and that an awards program was created which awards individual members for exceptional work performed. Through a combination initiatives, including better monitoring of absenteeism, and creating a system to award good performance, the level of staff morale has increased and the rate of absenteeism has decreased. The average rate of annual absenteeism between the years 2002 and 2005, inclusive, was between four and five percent.

Chief Blair advised the Board that he believes the previous problems with high rates of absenteeism in the Parking Enforcement Unit have been resolved and he is satisfied with the current level of absenteeism.

The Board received the Chief's report and agreed to forward a copy to the City of Toronto – Policy and Finance Committee along with an inquiry on whether the Committee would like to continue to receive semi-annual reports in the future.

Conclusions:

A copy of Board Minute No. P262/06, in the form attached as Appendix "A" to this report, regarding this matter is provided for information.

Contact:

Chief of Police
Toronto Police Service
Telephone no. 416-808-8000
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Alok Mukherjee
Chair

List of Attachments:

Appendix A - Board Minute No. P262/06

a: parkabsent-janjune2006.doc

APPENDIX "A"

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON AUGUST 10, 2006

#P262. SEMI-ANNUAL REPORT: PARKING ENFORCEMENT UNIT ABSENTEEISM: JANUARY - JUNE 2006

The Board was in receipt of the following report July 12, 2006 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT: JANUARY – JUNE 2006: PARKING
ENFORCEMENT UNIT ABSENTEEISM

Recommendation:

It is recommended that:

- (1) the Board receive the following report for information; and
- (2) the Board forward a copy of this report to the City of Toronto Policy and Finance Committee for its information.

Background:

The City of Toronto Policy and Finance Committee has requested semi-annual reports on Parking Enforcement Unit (Unit) absenteeism. This report consists of the information pertaining to the first half of the year 2006.

Effective January 1, 2003, the Unit implemented the attendance management program and has undertaken to closely monitor individual officer attendance. This program focuses on both monitoring members who have a higher absenteeism rate (excluding any chronic illness) and recognition for members with a perfect attendance record (Board Minute #P220/02 refers). Based on the attendance patterns in each quarter, letters were submitted to members who fall within the following criteria.

Criteria:

Where a member is absent due to illness three (3) or more times (separate incidents) the supervisor shall submit a letter, unless there are mitigating circumstances, in which case the supervisor shall provide a TPS 649 (Internal Correspondence) to the Unit Commander outlining the reason(s) for exclusion.

Where a member is absent due to illness two (2) or more times for a total of four (4) days or more, the supervisor will discuss the reason for the absences with the member. The supervisor will outline the provisions of the Attendance Management Program policy and submit a TPS 649 (Internal Correspondence) to the Unit Commander stating that the member has been reminded of the provisions.

Where a member is absent due to illness (one incident) for more than three (3) days, aside from the Service requirement to provide a doctor's note, the Attendance Management Program will not be triggered. The member need not be spoken to unless there are other factors to be taken into account.

The supervisors have been assigned the responsibility of ensuring that sick members comply with all Service requirements. The individual cases are reassessed when specified by the Service's Medical Advisory Service and the Unit takes the required steps to return the employee to work at the earliest opportunity, as their situation permits.

The Unit continues to monitor the sick days of individual officers by utilizing the following structured procedure on a micro level:

- (a) 3rd day sick – phone call to the member at residence;
- (b) 4th day sick – home visit; and
- (c) 4 or more days sick – doctor's note required.

This report is for the January to June 2006 period. The monthly absenteeism rates are provided in Appendix A, and the actual figures are reported in Appendix B. The average number of sick days per officer is also included in Appendix B as requested by the Board (Board Minute #P334/01 refers). In order to highlight absenteeism patterns, the reporting is grouped into four categories: Injured on Duty (IOD), Long Term Sick, Dependent Sick and Short Term Sick. IOD represents staff members who were injured while performing their duties. Long Term Sick represents staff that remained sick for two or more months, Dependent Sick represents time taken off due to illness of a dependent family member, and Short Term Sick represents all other sickness.

The January to June 2006 absenteeism rate was 5.7% in comparison with the 2005 rate of 6.2%, which is 0.5 percentage points below the same period last year Appendix C refers. The Parking Enforcement Unit has set a goal of 4% for short-term absenteeism and the 2006 year to date totals report 3.2%, which is 0.8 percentage points below the set goal.

Other city departments and agencies have used different criteria for determining absenteeism and there are no specific guidelines for calculating the absenteeism rate. The year 2000 City Audit Report on the Parking Enforcement Unit recommended that:

“the City's Executive Director, Human Resources, report to the Administration Committee by September 30, 2000 on a framework for reporting absenteeism

across the corporation, which should include the development of appropriate definitions and reporting guidelines, to enable a meaningful comparison of absenteeism among the various departments, agencies, boards and commissions;" (Recommendation # 17, City Audit Report 2000 - Parking Enforcement Unit)

To date, no specific guidelines have been provided, therefore comparison with other city departments absenteeism rates is not included in this report.

To ensure that productivity levels are not encumbered by those who are incapable of performing in the enforcement function due to long-term incapacity or illness, steps are currently underway to explore all options available for permanent reassignment within other areas of the Service.

It is recommended that the Board receive this information and that this report be forwarded to the City of Toronto Policy and Finance Committee for its information.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command will be present to answer any questions.

Superintendent Wes Ryan, Parking Enforcement Unit, was in attendance and responded to questions by the Board about the foregoing report.

The Board was advised that the rate of absenteeism in the Parking Enforcement Unit reached a high of 15% in 1998 and that the City of Toronto - Policy and Finance Committee requested that the Service develop a mechanism to reduce absenteeism and to provide semi-annual progress reports to the Committee.

Supt. Ryan advised that a number of initiatives were developed within the Parking Enforcement Unit to address the high rate of absenteeism. Supt. Ryan also emphasized the importance of recognizing good work performed by a member of the Unit and that an awards program was created which awards individual members for exceptional work performed. Through a combination initiatives, including better monitoring of absenteeism, and creating a system to award good performance, the level of staff morale has increased and the rate of absenteeism has decreased. The average rate of annual absenteeism between the years 2002 and 2005, inclusive, was between four and five percent.

Chief Blair advised the Board that he believes the previous problems with high rates of absenteeism in the Parking Enforcement Unit have been resolved and he is satisfied with the current level of absenteeism.

The Board received the foregoing and agreed to forward a copy to the City of Toronto – Policy and Finance Committee along with an inquiry on whether the Committee would like to continue to receive semi-annual reports in the future.

Appendix A

Parking Enforcement Unit Absenteeism January – June 2006 Absenteeism Rate and 2005 Comparison

TYPE	January 2006	February 2006	March 2006	April 2006	May (i) 2006	June 2006	Average Jan. – June 2006	Average Jan. – June 2005
Injured on duty	0.8%	1.2%	1.3%	1.2%	1.4%	0.9%	1.1%	1.5%
Long term sick	0.4%	0.7%	0.9%	0.7%	0.8%	1.0%	0.8%	0.7%
Short term sick	3.0%	3.8%	3.6%	2.7%	3.4%	2.7%	3.2%	3.5%
Dependent sick	0.5%	1.0%	0.6%	0.5%	0.7%	0.4%	0.6%	0.5%
TOTAL	4.7%	6.7%	6.4%	5.1%	6.3%	4.9%	5.7%	6.2%

Source: TRMS, PINS.

Appendix B

Parking Enforcement Unit Absenteeism January – June 2006 Sick Shifts Summary Actual Figures

TYPE	January	February	March	April	May	June	Average/Mo nth	Average/ Person
Injured on duty hrs.	535	795	1,017	856	943	660	801	11.6
Injured on duty shifts	67	99	127	107	118	83	100	1.5
Average Persons/Day	2	4	4	4	4	3	3	NA
Long term sick Hrs.	269	452	661	533	574	692	530	7.7
Long term sick shifts	34	57	83	67	72	87	66	1.0
Average Persons/Day	1	2	3	2	2	3	2	NA
Short term sick hrs.	2,083	2,543	2,746	1,986	2,315	1,908	2,263	32.9
Short term sick shifts	260	318	343	248	289	239	283	4.1
Average Persons/Day	8	11	11	8	9	8	9	NA
Dep. Sick hrs.	377	637	436	342	506	284	430	6.3
Dep. Sick Shifts	47	80	54	43	63	35	54	0.8
Average Persons/Day	2	3	2	1	2	1	2	NA

Source: TRMS, PINS.

Parking is 7 Days 24 hrs. operation and shifts range from 10, 8 and 7 hrs.

An average/ shift is taken at 8 hours.

Appendix C

Parking Enforcement Unit Absenteeism 2002 – June 2006

	2002	2003	2004	2005	Jan. to June 2005	Jan. to June 2006
Total	5.6%	4.3%	4.4%	5.2%	6.2%	5.7%

Source: Parking Information System, PINS

