



COTAPSA
ADVISE
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ACT

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January 21, 2014

Executive Committee
City of Toronto
100 Queen Street West
Toronto, Ontario
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Re: City Budget

- **Ice Storms**
- **Floods**
- **Labour Disruptions**

For all of the above events and on other occasions when it is required, the non-union staff of the City of Toronto have kept the City safe, clean, and functioning.

COTAPSA urges the City not to "hollow out" the non-union staff as suggested by the following Motion approved by the Budget Committee on January 8, 2014.

"THAT the City Manager report directly to City Council on January 29, 2014, on a potential attrition program that could reduce the non-union staff complement by 1 percent in 2014, and up to 4 percent over the next 4 years".

If Council approves this Motion, the impact on the City of Toronto's organization and its ability to deliver services to its residents will be significant if up to a further 160 positions are lost.

Over the past 3 to 4 years, City Divisions have reduced their staffing complements to meet budget reduction demands.

As a result, a snap shot reveals the following feedback from non-union staff.

- ".....during critical events such as floods and snow storms, it has been a challenge to meet service levels as there is insufficient staffing to handle the increased call volume."

- "The delay in filling positions has resulted in difficulties maintaining timely and effective service to client divisions".
- "Maintaining an overburdened labour force has also impeded employee training opportunities."
- "Staff are working extra hours to cover off a 24/7 operation."
- "Customer service response times are delayed resulting in service complaints".
- "Vacant positions create competing priorities causing some work to be reprioritized and delayed".
- "Slower response times result in reduced customer service, eg. Providing information to public, Councillors, and client divisions."
- "Decreased staff morale – with increased workloads, it becomes more difficult to motivate staff to take on more work as they are already feeling quite overwhelmed and stressed by their current workload".
- "Directly impacts on the division's ability to achieve divisional performance targets and to maintain customer service levels."

The City has been studied to death with a Service Review and Span of Control Review.

The major Service Review found that approximately 90 percent of the services are essential and program services should continue to be delivered by the City.

The Span of Control has also been studied. The City is a large, complex, and highly integrated organization. A "one-size fits all" approach may fail to take into consideration the unique needs and service delivery demands of the City of Toronto.

COTAPSA's information obtained from our Members indicates that the City of Toronto's manager span of controls and the number of manager levels are within the broader public and private sector norms and indeed are lower than the average.

In our opinion, the span of control study at the City of Toronto confirms that the City of Toronto does not have too many managers and the City requires the existing staffing to meet its ever growing obligations to its citizens.

To reduce the non-union staff by the potentially 160 positions would create challenges for the City. A further reduction would have consequences and impacts on the City.

Councillors cannot raise the issue of service requests not being met due to non-union staff shortages and then further reduce positions.

The City is striving to be a high performing organization. Part of that goal is to have a content workforce.

Happy employees mean...

- ↓ Absenteeism, accidents, turnover
- ↑ Pride and productivity
- ↓ Employment and labour lawyers
- ↑ Customer satisfaction

COTAPSA urges the Executive Committee and City Council to pass a Budget that provides adequate resources with no reduction in non-union staff positions. That will ensure that services continue to be provided and maintained at an acceptable service standard. This will enable City Divisions to deliver their services to the public without having a negative impact on service level demands and operational challenges.

Yours truly,

COTAPSA



Richard D. Majkot,
Executive Director

/ms

c.c. City Councillors
COTAPSA's Board of Directors
Joseph Pennachetti
Roberto Rossini