
2023 OPERATING BUDGET BRIEFING NOTE

Technology Services Staffing Levels

Issue/Background:

This briefing note responds to a request from the January 13, 2023 meeting of the Budget Committee for the Chief Technology Officer, Technology Services to provide a briefing note on the following:

- Whether Technology Services is adequately staffed to deliver on expected service standards and planned project timelines;
- In what areas Technology Services is experiencing vacancies;
- The impacts of not being adequately staffed on Technology Services' project timelines; and
- A list of specific changes to Technology Services' project timelines, as indicated in Appendix 2 to the 2023 Capital and Operating Budget Notes for Technology Services Division, titled 2023 Affordability Measures.

Key Points:

- The Technology Services Division (TSD) provides City-wide leadership in modernizing City services in collaboration with other divisions, and translating their business needs into innovative technology solutions that meet the diverse needs of employees, residents and businesses.
- In 2022, Technology Services Division (TSD) had an approved staff complement of 795 Full Time Equivalents (FTEs), 147 capital and 648 operating positions.
- At the start of 2022, TSD partnered with the People & Equity Division (P&E) to establish a dedicated three-member recruitment team focused on filling vacant positions to ensure strategic alignment of approaches geared toward efficient recruitment and retention of talent. Some of these approaches included:
 - Expanded use of Qualified Candidate Listings (QCLs) to maximize reach across like roles and limit task duplication when hiring internal talent; and
 - Strategic 'bundling' of roles to provide efficiency in filling multiple roles through one targeted job call.
- Post-COVID-19, there has been a higher demand across all industries for technology skills.
- According to the Bank of Canada report on [Canadian job postings in digital sectors during COVID-19](#), economic activity during the pandemic was intertwined with the use and development of digital technologies. The report found that recruiting efforts for digital technology production sectors, like hardware, software, and information

technology support, have intensified and technology job openings in Canada have increased by double digits. As per a report on [State of the Tech Workforce Canada](#) by CompTIA, the net tech employment in Canada increased by 8.9 per cent to reach 1.2 million workers in 2021. The result is a very tight job market in which technology job openings outnumber job seekers. As per this report, the average tech wage is also 45 per cent higher than the median wage.

- Technology workers industry-wide are seeking higher salaries and more flexibility including flexible work schedules and, in some cases, full remote work options. TSD has faced challenges attracting, hiring, and retaining talent both during and following the pandemic.
- In 2022 TSD hired 191 employees, this surpassed the average number of hires for the past 5 years by 115%. The majority of hires were candidates external to the City (53%).
- Despite this significant increase in the number of hires, the Division also experienced higher than usual numbers of exits (88); this is 38% higher than the average exits for the past 5 years (64).

Hard to fill roles:

- Technology job profiles are generally harder and more challenging to fill than other non-technical roles. However, there are some particularly hard-to-fill (HTF) technology positions that require specific technical knowledge and skillsets. The average hiring cycle for HTF technology positions is 4-8 months vs the average of 3 months for regular technology roles. The number of failed competitions for technology positions increased in the last two quarters of 2022, mainly due to compensation and short term contracts for some of the positions offered.

2023 Hiring Outlook

- While the City-wide Total Rewards Program will help in producing positive results in attracting technology professionals to the City in 2023, similar to other technology organizations, employee retention continues to be a challenge.
- While TSD's job postings are often visible on several recruitment platforms, TSD is working with P&E to develop job postings with narratives aligned with industry expectations.
- In 2023, TSD is building talent pipelines with qualified candidates and looking at other approaches to hiring talent in collaboration with P&E.

Summary

- In terms of TSD's staffing levels to deliver on expected service standards and impact on planned project timelines, TSD experienced severe resource challenges in 2022. Attracting and retaining talent with suitable skillsets to meet current and future operational and technical requirements is one of the biggest challenges. In

collaboration with P&E, TSD has identified improvements to its hiring strategy by using innovative methods to address the resource issues, from talent retention to reskilling existing resources. As part of these actions, TSD has enabled multiple recruitment streams in parallel, leveraged P&E policies to attract talent from the market and refreshed some of the existing job profiles to align with industry standards.

- As with the Technology Sector at large, staffing resources are likely to remain a challenge, potentially risking project schedules and timely completion. It is expected that TSD will need to focus its resources to accelerate delivery of City priorities and emerging needs by re-sequencing project delivery in consultation with TSD’s partner divisions, while maintaining operations.
- TSD is experiencing vacancies across the Division, particularly in technical positions which are hard to fill such as System Development Specialist, Enterprise Technical Support Specialist, Senior Systems Integrator, Project Manager, Enterprise Technology Contract Coordinator etc. TSD will continue to leverage the market through different procurement approaches to address resource challenges, in collaboration with P&E.
- TSD’s mandate is to ensure that the City’s technology environment is resilient, robust and agile and that the City divisions, residents and businesses experience reliable business continuity enabled from a digital infrastructure that meets their service delivery requirements. TSD will deliver the services, initiatives and outcomes included in its 2023 budget submission.

List of specific changes to project timelines, as indicated in Appendix 2, 2023

Project	Original Timeline	New Timeline	Brief Description of the reason for timeline change
<p>Network Segmentation & Segregation</p> <p><i>Effort to divide the City’s network into smaller zones and drive improvements in performance and security controls within the City’s network infrastructure.</i></p>	Dec 2023 – Limited production implementation	Q4 2024 – Limited production implementation	<ul style="list-style-type: none"> ▪ Key contributor to this delay was the challenge in securing vendor hardware due to global supply chain issues. This hardware piece was required to gather network traffic data. ▪ Delay in the development and approval of solution design due to complexity of City environment. ▪ Work required to develop a relevant policy framework.

Project	Original Timeline	New Timeline	Brief Description of the reason for timeline change
M365 <i>To provide the City of Toronto staff with productivity and collaboration tools to support the modernization of the City.</i>	June 2023	Q4 2024	<ul style="list-style-type: none">▪ Loss of key resources during the pandemic.▪ Reprioritize the rollout due to other priorities

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