

ITEM	11
MANAGER'S REPORT NO.	3
COUNCIL MEETING	1979 01 08

RE: FUNCTIONAL ROLE OF THE PERSONNEL DEPARTMENT

Following is a report from the Personnel Director on the role of his Department.

RECOMMENDATION:

1. THAT the report of the Personnel Director be received for information purposes.

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TO: MUNICIPAL MANAGER DATE: 1979 JANUARY 03
FROM: PERSONNEL DIRECTOR
SUBJECT: COMPARISON OF PERSONNEL DEPARTMENTS

REPORT

This will comply with your request that a comparison be made with five other Personnel Departments, including two industrial and three from municipal government, showing the departmental staffing, budgets, functions and number of employees serviced.

The five Personnel Departments considered for comparison were the City of Vancouver, the City of Calgary, the City of Regina, Finning Tractor and Lenkurt Electric. These five had reasonably comparable Personnel Department functions or employee population served.

REPORT SUMMARY

A wide range of variables in personnel services, degree of service and organization of clientele was noted in comparing Personnel Departments. In addition, the municipal organizations tended to be a "conglomerate" of separate and unrelated functional and regulatory divisions, e.g., Public Works, Firefighting, Public Health, Education, Library Services, Building Inspection, etc. This leads to a greater variety of occupational groups with more complex functions of recruitment, job evaluation, labour relations, pay and benefits.

Burnaby Personnel Services relate to 1,000 permanent positions, 350 temporary and part-time positions and recruitment services for 450 School Board positions. An average Burnaby employee population figure of 1,300 has been utilized for comparison purposes.

Personnel services descriptions varied with each jurisdiction. For the purpose of this report, seven functional descriptions have been used, as follows:

- Recruitment/Selection
- Job Evaluation
- Personnel Records and Pay
- Employee Benefits
- Occupational Health and Safety
- Training and Organization Development
- Industrial Relations

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Comparative data on the allocation of Personnel Department staff is summarized in the following table:

	BURNABY	VANCOUVER	CALGARY	REGINA	FINNING TRACTOR	LENKURT ELECTRIC
Employee Population:	1,300	3,500	7,600	1,850	1,900	950
Recruitment/Selection	3.0	10.0	16.0	4.0	2.5	1.5
Job Evaluation (a)	0.5	4.0	7.0	1.0	1.5	1.0
Personnel Records and Pay	1.5	4.0	6.0	1.5	2.0	2.0
Employee Benefits (b)	1.5	2.0	3.0	1.0	1.0	0.5
Occupational Health and Safety		1.0	16.0		1.0	1.0
Trg. & Org. Devel. (c)	1.5 (+3)	2.0	14.0 (+11)	1.5 (+3)	11.0 (+20)	0.5
Industrial Rel. (d)	2.0	3.0	10.0	2.0	2.0	1.5
Total Pers. Staff (e)	<u>10.0</u>	<u>26.0</u>	<u>72.0</u>	<u>11.0</u>	<u>21.0</u>	<u>8.0</u>
Personnel Staff Per 100 Employees	0.8	0.7	0.9	0.6	1.1	0.8
Personnel Staff Salaries	\$243,000	\$560,000	\$1,600,000	\$250,000	\$500,000	\$250,000
Per Employee Pop.	\$187	\$160	\$210	\$135	\$263	\$263
Total Personnel Services Budget	\$358,000	\$677,000	\$2,100,000	\$395,000	\$600,000	-

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Notes:

- (a) Most of Burnaby's Job Evaluation function is carried out by the G.V.R.D. Labour Relations Department. Vancouver carries out job evaluation for inside staff and costs are recovered from the G.V.R.D. Finning and Lenkurt have comparatively few job class families.
- (b) Burnaby Personnel has much greater involvement with employee benefits administration than any other jurisdiction.
- (c) Bracketted figures indicate that Personnel Training staff is augmented by additional Training Officers attached to operating departments.
- (d) Industrial relations were much more complex in the municipalities where all non-management employees are unionized and there is a wide variety of bargaining units. Finning has only partial unionization and only one union (Machinists). Lenkurt also has fewer occupational groups and bargaining units.
- (e) The ratio of Personnel practitioners to clerical staff varied as follows: Burnaby: 6/4, Vancouver: 14/12, Calgary: 56/16, Regina: 6/5, Finning: 16/5, and Lenkurt: 5/3.

D. F. Hicks
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PERSONNEL DIRECTOR

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