

Temporary Assignment Review Summary

Purpose

On July 6, 2022, City Council requested a summary of temporary assignments at the City in order to:

1. Gain a better understanding of temporary work at the City of Edmonton
2. Identify potential opportunities for position recalibration

Scope

Temporary work at the City of Edmonton is highly variable. Some assignments are formal with defined durations for which an offer letter is issued, while others are less formal and have short durations, such as acting assignments for just a few days.

For the purpose of this analysis of temporary assignments in 2021, temporary assignments for which a formal offer letter was issued were included. Also included were temporary employees who were active and available to accept casual work assignments in 2021.

Methodology

Given the complexity and breadth of the data associated with temporary work, to analyze the data and categorize it appropriately, data was combined from Taleo (hiring system) and PeopleSoft (Human Resources Information System). Records from one system were validated against the other using spreadsheet software, data analytics software, and a manual review.

To calculate the actual duration of the temporary assignments, employee position entry and exit dates from PeopleSoft were assessed using software methods when possible, and manually when necessary. Durations were categorized as either 'under 11 months' or '11 months+'. This grouping reflects the terms for temporary positions that are identified in the applicable collective agreements.

Results

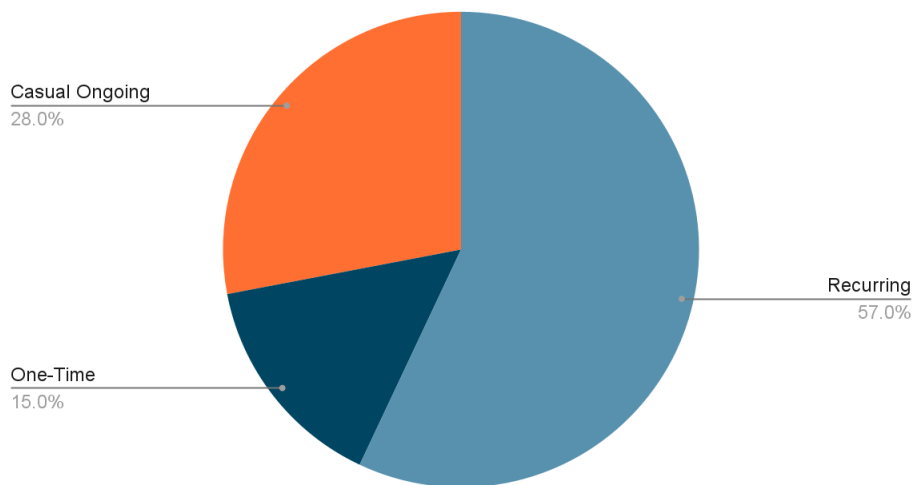
In 2021, the City had approximately 4,810 temporary employment assignments of various types.

Recurring assignments repeat on schedule such as seasonal work. These comprised 57 per cent of all temporary assignments.

One-Time assignments do not generally repeat and are used for backfilling leaves, or project work where there is an expected end date when the work is completed. These comprised 15 per cent of all temporary assignments.

Casual Ongoing assignments are completed by employees who maintain a temporary, part-time employment relationship with the City. They perform work that is scheduled as needed, in roles such as Group Fitness Instructors, Commonwealth Stadium Security Guards and Program Specialists. These roles comprised 28 per cent of all temporary assignments.

What is the breakdown of temporary assignment types?



Attachment 3

As part of this analysis, the duration of temporary assignments were examined. Assignments were grouped into those that had a duration of under 11 months and those that had a duration of 11 months or longer. The number of unique employees who performed temporary assignments were also identified, recognizing that some employees hold multiple temporary positions over a 12-month period. This information is detailed in the following table:

Temporary Assignment Type	Sub Type	Duration of Employment	# of Active Temporary Assignments
Recurring	Single and dual roles/ classifications	11+ Months	230
		< 11 Months	2,490
One-Time	Backfill	11+ Months	140
		< 11 Months	190
	Project/ Special Assignment	11+ Months	50
		< 11 Months	230
	Students and Apprenticeships	11+ Months	0
		< 11 Months	60
	Diversification Program Participants	11+ Months	20
		< 11 Months	30
Casual Ongoing	Clerical/ Administrative	No end date	80
	Recreation Programming & Support	No end date	1,220
	Operational Relief	No end date	70
TOTAL NUMBER OF ASSIGNMENTS			4,810

The total number of unique employees in these temporary assignments is 3,750. Some employees have multiple assignment types throughout the year. Therefore

the total number of unique employees is less than the total number of temporary assignments. The majority of these situations are in recurring single and dual role classifications that are less than 11 months in duration. An example is one employee working in a three-month assignment as a labourer, then a six-month assignment as an equipment operator.

Department breakdowns have been provided at the end of this document.

Key Findings:

Assignments

Recurring Assignments

Approximately 92 per cent of recurring assignments last for a duration of less than 11 months and generally reflect seasonal work. Some recurring assignments that extend for 11 months or longer were originally intended to be seasonal or non-recurring, but have evolved from temporary, seasonal assignments to ongoing permanent work. These positions are currently being reviewed for recalibration.

Recurring assignments are typically completed by temporary or provisional employees; however, there are also permanent employees who move into temporary recurring assignments every year, some of which are seasonal.

As a result of administrative processes related to COVID-19 temporary layoffs and subsequent returns to work for seasonal employees, the number of recurring temporary assignments that extend 11 months or longer may appear higher than expected during that time period.

Estimates suggest that approximately 26 per cent of positions with a recurring assignment under 11 months may have the potential to be paired with another position to become a single dual role or dual classification position, creating an opportunity for an employee to become permanent. These positions are currently under review for potential recalibration through Stream A of the Temporary and Seasonal Workforce Review project.

A key observation within the data is that there are more temporary assignments than there are unique employees who perform them. Approximately 907 employees held more than one temporary assignment in 2021. Of these, 86 per

cent were in recurring assignments. Most of the employees (71 per cent) had two recurring assignments; 26 per cent had three recurring assignments; and 3 per cent had four temporary assignments within the 2021 year.

One-Time Assignments

Approximately 71 per cent of one-time assignments are under 11 months in length. One-time assignments include assignments to backfill for permanent employees on leave, and conduct project work with known end dates. This category also includes assignments targeted to students, and assignments related to the City's diversity hiring initiatives. Although some student and diversity position work may be recurring each year, due to their unique characteristics and patterns of hiring, they are not consistent with the vast majority of recurring or casual ongoing assignments.

Casual Ongoing Assignments

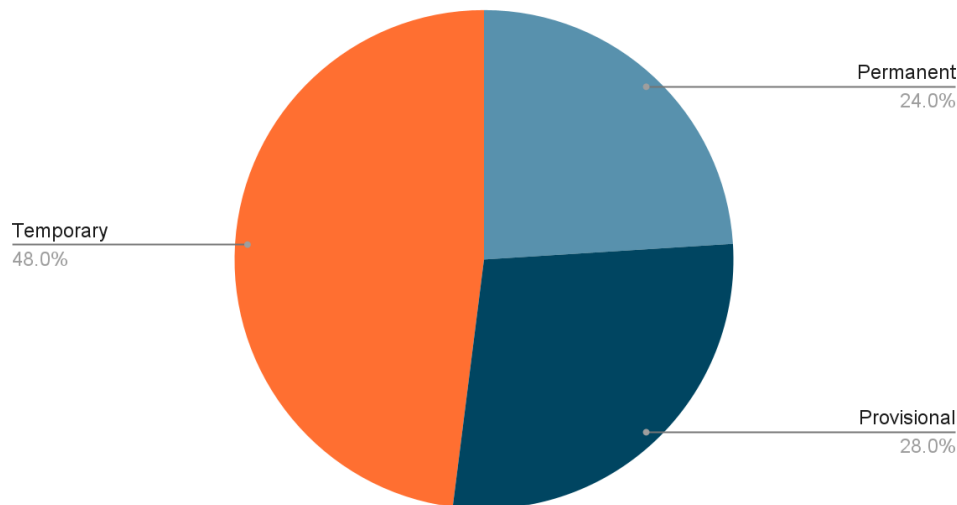
The volume of work associated with casual ongoing positions is limited by demand. Casual ongoing assignments do not have identifiable durations since casual work is assigned as needed and the employment of these individuals is continuous even when work is not currently assigned. During this analysis, a small number of casual ongoing positions were found to have more hours than was intended for the position. These are currently being reviewed for recalibration.

Employee Status

In 2021, employees with permanent, provisional and temporary status performed in temporary assignments.

Employee status will change as employees move into permanent positions or acquire enough hours worked to achieve provisional status. For the temporary assignments spanning 2021, it is estimated that 24 per cent of the employees performing those temporary assignments were permanent employees, with provisional employees comprising an additional 28 per cent. Temporary employees comprised the remaining 48 per cent.

Who performs temporary assignments?



Permanent employees perform in a variety of one-time and recurring temporary assignments. Some one-time assignments include roles such as Strategic Coordinators, Team Leads, Project Leads and support roles. These may be as a result of backfilling a position where another employee has taken a leave of absence, or a way to ensure project work is completed by experienced and knowledgeable employees. Approximately 30 per cent of permanent employee assignments are 11 months or longer.

It is estimated that there are currently a minimum of 250 permanent positions that are dual classification/dual role. Permanent employees in these positions regularly take on temporary assignments during the year. Some of these

assignments involve moving to temporary positions with a different classification than the employee's home position. When the assignment ends, the employee returns to their permanent home position.

Provisional employees also perform in both one-time and recurring assignments. Some examples of these assignments include roles such as Labourers, Project Inspectors, Interpreters, and Equipment Operators. The vast majority of the temporary assignments undertaken by provisional employees in 2021 were less than 11 months in duration at approximately 93 per cent.

Temporary employees perform assignments in all three categories: one-time, recurring, and casual ongoing. In 2021, some examples of these assignments include event security personnel, Equipment Operators, Labourers, Arena Hosts, Recreational Class Instructors, and 311 Agents. These types of assignments also include developmental roles for students and apprentices. It is estimated that approximately 4 per cent of the assignments undertaken by temporary employees in 2021 were 11 months or longer.

Department Breakdown

City Operations

Temporary Assignment Type	Sub Type	Duration of Employment	# of Active Temporary Assignments
Recurring	Single and dual roles/ classifications	11+ Months	190
		< 11 Months	1,730
One Time	BackFill	11+ Months	30
		< 11 Months	40
	Project/ Special Assignment	11+ Months	10
		< 11 Months	30
	Students and Apprenticeships	11+ Months	0
		< 11 Months	30
	Diversification Program Participant	11+ Months	0
		< 11 Months	0
Casual Ongoing	Clerical/ Administrative	No end date	0
	Recreation Programming & Support	No end date	0
	Operational Relief	No end date	70
TOTAL			2,130

The total number of unique employees in these temporary assignments is 1,470. Some employees have multiple assignment types throughout the year; therefore the total number of unique employees is less than the total number of temporary assignments. The majority of these situations are in recurring single and dual role classifications that are less than 11 months in duration.

Communications & Engagement

Temporary Assignment Type	Sub Type	Duration of Employment	# of Active Temporary Assignments
Recurring	Single and dual roles/ classifications	11+ Months	0
		< 11 Months	10
One Time	BackFill	11+ Months	20
		< 11 Months	30
	Project/ Special Assignment	11+ Months	0
		< 11 Months	30
	Students and Apprenticeships	11+ Months	0
		< 11 Months	0
	Diversification Program Participant	11+ Months	0
		< 11 Months	0
Casual Ongoing	Clerical/ Administrative	No end date	0
	Recreation Programming & Support	No end date	0
	Operational Relief	No end date	0
TOTAL			90

These temporary assignments were completed by approximately 80 unique employees.

Community Services

Temporary Assignment Type	Sub Type	Duration of Employment	# of Active Temporary Assignments
Recurring	Single and dual roles/ classifications	11+ Months	30
		< 11 Months	590
One Time	BackFill	11+ Months	30
		< 11 Months	30
	Project/ Special Assignment	11+ Months	10
		< 11 Months	60
	Students and Apprenticeships	11+ Months	0
		< 11 Months	0
	Diversification Program Participant	11+ Months	20
		< 11 Months	30
Casual Ongoing	Clerical/ Administrative	No end date	0
	Recreation Programming & Support	No end date	1,220
	Operational Relief	No end date	0
TOTAL			2,020

The total number of unique employees in these temporary assignments is 1,750. Some employees have multiple assignment types throughout the year. Therefore the total number of unique employees is less than the total number of temporary assignments. The majority of these situations are in recurring single and dual role classifications that are less than 11 months in duration.

Employee Services

Temporary Assignment Type	Sub Type	Duration of Employment	# of Active Temporary Assignments
Recurring	Single and dual roles/ classifications	11+ Months	0
		< 11 Months	0
One Time	BackFill	11+ Months	10
		< 11 Months	10
	Project/ Special Assignment	11+ Months	0
		< 11 Months	10
	Students and Apprenticeships	11+ Months	0
		< 11 Months	0
	Diversification Program Participant	11+ Months	0
		< 11 Months	0
Casual Ongoing	Clerical/ Administrative	No end date	80
	Recreation Programming & Support	No end date	0
	Operational Relief	No end date	0
TOTAL			110

These temporary assignments were completed by approximately 110 unique employees.

Attachment 3

Financial and Corporate Services

Temporary Assignment Type	Sub Type	Duration of Employment	# of Active Temporary Assignments
Recurring	Single and dual roles/ classifications	11+ Months	0
		< 11 Months	10
One Time	BackFill	11+ Months	20
		< 11 Months	30
	Project/ Special Assignment	11+ Months	10
		< 11 Months	20
	Students and Apprenticeships	11+ Months	0
		< 11 Months	10
	Diversification Program Participant	11+ Months	0
		< 11 Months	0
Casual Ongoing	Clerical/ Administrative	No end date	0
	Recreation Programming & Support	No end date	0
	Operational Relief	No end date	0
TOTAL			100

These temporary assignments were completed by approximately 80 unique employees.

Integrated Infrastructure Services

Temporary Assignment Type	Sub Type	Duration of Employment	# of Active Temporary Assignments
Recurring	Single and dual roles/ classifications	11+ Months	10
		< 11 Months	140
One Time	BackFill	11+ Months	10
		< 11 Months	10
	Project/ Special Assignment	11+ Months	0
		< 11 Months	20
	Students and Apprenticeships	11+ Months	0
		< 11 Months	10
	Diversification Program Participant	11+ Months	0
		< 11 Months	0
Casual Ongoing	Clerical/ Administrative	No end date	0
	Recreation Programming & Support	No end date	0
	Operational Relief	No end date	0
TOTAL			200

These temporary assignments were completed by approximately 170 unique employees.

Attachment 3

Office of the City Manager

Temporary Assignment Type	Sub Type	Duration of Employment	# of Active Temporary Assignments
Recurring	Single and dual roles/ classifications	11+ Months	0
		< 11 Months	0
One Time	BackFill	11+ Months	10
		< 11 Months	20
	Project/ Special Assignment	11+ Months	10
		< 11 Months	40
	Students and Apprenticeships	11+ Months	0
		< 11 Months	0
	Diversification Program Participant	11+ Months	0
		< 11 Months	0
Casual Ongoing	Clerical/ Administrative	No end date	0
	Recreation Programming & Support	No end date	0
	Operational Relief	No end date	0
TOTAL			80

These temporary assignments were completed by approximately 70 unique employees.

Attachment 3

Urban Planning and Economy

Temporary Assignment Type	Sub Type	Duration of Employment	# of Active Temporary Assignments
Recurring	Single and dual roles/ classifications	11+ Months	0
		< 11 Months	10
One Time	BackFill	11+ Months	10
		< 11 Months	20
	Project/ Special Assignment	11+ Months	10
		< 11 Months	20
	Students and Apprenticeships	11+ Months	0
		< 11 Months	10
	Diversification Program Participant	11+ Months	0
		< 11 Months	0
Casual Ongoing	Clerical/ Administrative	No end date	0
	Recreation Programming & Support	No end date	0
	Operational Relief	No end date	0
TOTAL			80

These temporary assignments were completed by approximately 70 unique employees.