

Temporary Workforce Report

ISSUE

The City's of Saskatoon (City) workforce is comprised of permanent and temporary employees. This report provides an overview of our temporary workforce, how this workforce is utilized and the types of work performed by the temporary workforce.

BACKGROUND

At the June 14, 2023 Governance and Priorities Committee when considering the [2024/2025 Budget Status Update](#) report, the Committee resolved in part:

- “ 1. That the Administration include specific detail regarding the following within reporting:
 - a) How many temporary employees exist in the organization
 - b) What is the time range that the temporary employees operate under:
 - i. shortest time frame a temporary employee has been with the City
 - ii. longest time frame a temporary employee has been with the City”

The City's workforce was 3,979 employees as of June 16, 2023. These employees are classified by the following employment statuses Active 3,844, Furlough 28 and Unpaid Leave 107. Of the 3,979 employees, 3,724 are unionized and 255 non-union employees.

The City employs two types of employees; Permanent and Temporary. Permanent and temporary employees are further broken down into employment types due to the various collective agreements: Regular (All), Availability (CUPE 59), Call in (CUPE 59), or Seasonal (CUPE 59, 47 and 859). Temporary Employees are classified using two employment types: Regular (All) or Interns (SCMMA).

The nature of the employment relationship is determined based on the service being delivered, the operational requirements, the circumstances surrounding the need for the position, and the collective agreement that covers the employees that will be performing the work.

There are numerous factors considered when determining operational needs and include considerations such as:

1. What is the most cost-effective way to deliver the service?
2. What is the nature of the service that is required? Is the service seasonal? Is there a demand fluctuation?

Temporary Workforce Report

3. What is the reason for the position? Is the work project based? Is the work to address a demand increase? Is the work to fill a short- or medium-term absence due to sick leave or other protected leaves such as parental leave?

Operational needs will also factor in financial considerations such as the funding source and whether it is supported by operational funding, capital funding or other funding sources. In addition, permanent employees are more costly than temporary employees due to increased benefit costs and additional costs associated with ending an employment relationship should the work no longer be required due to changes in service, changes in demand or changes in funding for the position.

The City of Saskatoon's workforce is largely unionized. Services provided by the City typically align with various unions such as transit service is represented by ATU, roadways service is represented by CUPE 859, etc. Seniority is not applicable across collective agreements so the City has limited ability to move work and/or employees around resulting in each of the service areas having to rely on more temporary workers to address service requirements on a departmental basis.

CURRENT STATUS

The allocation of employment types across bargaining units is provided in Table 1.

Table 1: Employment Type Allocation by Labour Group

	ATU 615	CUPE 47	CUPE 59	CUPE 859	IAFF 80	IBEW 319	SCMMA	Exempt	Total
Availability			188						188
Call In			83						83
Intern							21		21
Regular	405	133	1,049	398	324	147	429	255	3,139
Seasonal		5	378	164					547
Total	405	138	1,698	562	324	147	450	255	3,979

The Exempt labour group includes employees that are not included in a bargaining unit.

Table 2: Regular Permanent/Temporary by Labour Group

	ATU 615	CUPE 47	CUPE 59	CUPE 859	IAFF 80	IBEW 319	SCMMA	Exempt	Total
Regular Perm	403	124	770	394	323	142	369	232	2,758
Regular Temp	2	9	279	4	1	5	60	22	381
Total	405	133	1,049	398	324	147	429	255	3,139

DISCUSSION/ANALYSIS

Regular Employment

Regular employment can be either Permanent or Temporary and may be full-time, part-time, or job share. Employees categorized as regular employment total 3,139.

Permanent Employment

Regular, permanent employees account for 2,758 employees (87.9%) of the regular employee population.

One hundred and forty-six (146) permanent employees are currently working in temporary assignments. While working in temporary assignments these employees are still considered permanent employees. This type of internal movement often results in multiple employee movement.

Temporary Employment

Regular, temporary is the City's temporary workforce and accounts for 381 employees (12.1%) of the regular employee population.

Most of the temporary workforce is in the CUPE 59 (279) and SCMMA (60) bargaining units. Both these collective agreements (SCMMA and CUPE 59) permit the extension of a posted temporary position for a period of two years beyond the initial term.

In regular temporary employment, employees are usually brought into the organization to assist with short- or medium-term needs such as filling in for permanent employees who are working other assignments or on leave, or in some cases for project work or to address business needs that have a defined end period.

The City of Saskatoon utilizes temporary employees for different reasons, which can be grouped into four general categories:

1. Summer Employment

Casual employment accounts for approximately 51% of the regular temporary workforce. This workforce includes our lifeguards, building custodians and cashier/receptionist for the summer months, or other short duration needs that occur seasonally.

2. Backfilling Regular Permanent Positions

Backfilling regular positions accounts for approximately 23% of the temporary workforce and is used to backfill regular permanent positions that are vacant for extended periods of time due to disability leave or protected leaves such as parenting leaves.

3. Work/Service Demand

Work/Service demands accounts for approximately 14% of the temporary workforce and is used to address service level requirements. In these cases where a need is identified to maintain a service level and internal staffing is deemed as the most effective and efficient way to address this need, temporary

employment is secured. If the labour is required for a longer timeframe, budget is sought following the City of Saskatoon Policy C03-036 Multi-Year Business Plan and Budget.

4. Projects

Project based work accounts for approximately 12% of the temporary workforce and includes temporary staffing requirement in relation to project needs. These temporary assignments can be less than a year and can be, depending on the project, up to 5 years. Examples of longer-term projects include the ERP implementation project and the (Advanced Metering Infrastructure) AMI project.

The distribution of temporary employees by service cohort is contained in the following table.

Table 3: Service Length of Term Employees

Service	Employee Count	% of Group
Less than 1 year of service	267	70.08%
1 to 2 years of service	59	15.49%
2 to 3 years of service	29	7.61%
3 to 4 years of service	9	2.36%
4 to 5 years of service	9	2.36%
5 to 6 years of service	5	1.31%
6 to 7 years of service	1	0.26%
7 to 8 years of service	1	0.26%
9 to 10 years of service	1	0.26%
Greater than 10 years	0	0.00%

The average tenure of existing temporary employees is less than one (1) year. Three hundred and twenty-six (326) (86%) have less than two (2) years of service, of which two hundred and sixty-seven (267) have less than one (1) year of service. Fifty-five (55) employees have been temporary for greater than two (2) years. Eight (8) employees have been greater than five (5) years. The longest serving temporary employee has nine years of service.

The reasons for longer term temporary positions vary and often relate the employee's specific circumstance. The employee with nine years of service started to work as a seasonal employee in 2014 as an Engineering Technologist 15 in Construction and Design and worked seasonally until 2018 when they were successful in a Project Engineer position in Construction and Design. In the fall of 2018, they applied for and were awarded a temporary Operations Engineer position in the Electronics Shop/Sign Shop in Transportation.

The City has 381 regular, temporary employees, which makes up approximately 9.6% of the City's staffing. This figure does not include interns. This percentage of temporary employment is not unusual compared to the Statistics Canada Labour Force Survey on

Temporary Workforce Report

Job Permanency (Table: 14-10-0072-01). In 2022, temporary employment (All Industries) was 11.91%. Temporary employment includes seasonal, term or contract positions, casual and other temporary positions.

DATA SOURCES

City of Saskatoon: Employee Central Data June 16, 2023

Statistics Canada: Labour Force Survey on Job Permanency ([Table: 14-10-0072-01](#))

FINANCIAL IMPLICATIONS

There is no financial impact.

OTHER IMPLICATIONS

NEXT STEPS

No action required.

REPORT APPROVAL

Written by: Marno McInnes, Chief Human Resources Officer

Reviewed by: Ashlee Kaszas, Director of Client and Advisory Services

Dustin Truscott, Manager, Total Rewards

Approved by: Jeff Jorgenson, City Manager

Admin Report - Temporary Workforce Report.docx