Resource Planning Model Review

Management Response

September 12, 2025

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PURPOSE

The purpose of this document is to present the Administration's management response to recommendations outlined in the MNP Resource Planning Model Review Final Report. The management response will address the report overall and each recommendation.

Overall Response

The City is overall pleased with the significant engagement, detailed analysis and practical recommendations. The audit provided perspectives and confirmation that validate the internal assessment on gaps and opportunities the City had identified.

Response to Recommendations

The following section provides the Management Response for each Recommendation from the Final Report.

1. Establish a standardized tactical resource planning document across departments
While Directors are applying logical and systematic approaches to resource planning, these efforts vary across departments. For permanent employees, this approach is largely driven by the budget process (including the development of business cases for FTE approvals). For non-permanent employees, this approach varies by department. Impact of recommendation: Without a standardized resource planning document, departments will utilize various approaches for developing an inventory of classifications, forecasting, etc., making it difficult to get an organization-wide view of staffing needs and priorities (beyond information gathered during the budget process).
Management Response: This is a practical recommendation that the City supports pursuing. It appears to be an evolution of the integrated planning and budgeting framework that the City already has in place. Council and Executive Leadership should be aligned on this as a priority for the City so it can proceed successfully. The standard resource planning document/tools will require adoption by all the Leadership Team and may initially be perceived as more upfront work for managers/senior leaders. Some change management efforts, resource dedication and/or prioritization would be needed. Other initiatives may need to be postponed to align capacity and provide clarity for priorities.

2. Consolidate standardized tactical resource planning documents to support enterprise-wide visibility
Currently, the organization's assessment of resource needs is primarily budget-driven. There is an opportunity to further assess and understand the permanent and non-permanent workforce from an enterprise level. Impact of recommendation: Without an enterprise view of resourcing planning, the organization will lack a unified view of staffing needs (specifically within the non-permanent employee complement), leading to siloed decision-making, an opportunity to further align strategically, and potential inefficiencies in resource allocation.
Management Response: This is a practical recommendation that the City is interested in pursuing. It appears to be an evolution of the integrated planning and budgeting framework that the City already has in place. This recommendation would follow shortly after recommendation 1 is implemented (or as part of the project scope to implement related recommendations). Some change management efforts, resource dedication and/or prioritization would be needed. Consolidation of this information must serve a purpose – clear information on how the consolidated planning documents will be reviewed and used to make decisions should be established by Executive Leadership and captured in a directive or business planning service level of the City. The recommendation would increase the internal service level for business planning and budgeting, and dedicated capacity of the Leadership Team and Executive will be required to review enhanced planning data and act on it as appropriate.

3. Revise budget policy (Policy C-FS-05 s.13) for improved alignment to the Municipal Government Act and leading practice governance principles
Refining the approach to FTE reviews could enhance flexibility and responsiveness in workforce planning. Streamlining the process would enable Council to maintain strategic oversight, while enabling Administration to apply its operational expertise to ensure workforce needs are addressed promptly in support of Council's strategic objectives. Impact of recommendation: Without a shift in approach, inefficient processes will continue to restrict the development of a responsive resource model. This could lead to fragmented hiring practices, an imbalanced staffing complement, and reduced effectiveness in administrative leadership.
Management Response: This is a practical recommendation that the City Administration is supportive of for its improved governance alignment and leading practice principles. Administration noted some other municipalities (external benchmarks) are already practicing in line with MNP's recommendation. A change to Council policy requires Council understanding and approval.

4. Transfer recruitment responsibilities exclusively to the Human Resources and Safety Team
Currently, departments manage casual hiring independently. This decentralized approach has resulted in limited oversight, and a lack of reliable data on the casual workforce. Impact of recommendation: Without Human Resources and Safety ("HR") support in hiring non-permanent employees, departments will continue to operate in silos, increasing the risk of inconsistent hiring practices, and limited organizational insight into the size, cost, and distribution of the casual workforce.
Management Response: This is a practical recommendation that City administration is supportive of implementing. Administration noted some benchmarked municipalities already practice this approach; however, it is our understanding that St. Albert's reliance on casuals/non-permanent resources is larger than in other municipalities benchmarked as part of this review. This would be an enhanced internal service level specific to casual staff recruitment (i.e. assist with screening, organize interviews, attend interviews, facilitate references/post interview requests) and resource planning, that Human Resources & Safety would provide to internal departments. Based on current casual staff recruitment levels, Human Resources & Safety would require 3.0 FTE's aligned to casual recruitment efforts to achieve this recommendation. Any change in the City's staffing mix (e.g. more reliance on permanent staff and/or less reliance on casual staff) may impact the resources required to deliver this enhanced service. This centralization of service delivery will result in some fractional capacity across Recreation and Parks, Community Services and Public Operations as they would not be performing some recruitment functions anymore (e.g. scheduling interviews, document gathering, reference checking). However, hiring supervisors would still be involved in the interviews of candidates, which is a considerable amount of time investment. This fractional capacity in departments would be reallocated to address known capacity and competing priority risk issues; however, it would most likely not result in quantifiable savings.

5. Formalize the scale and scope of the workforce planning framework
Currently, workforce planning is still in pilot form, with varying levels of completion and Business Partner support across departments. While Directors have shown interest and support, there are acknowledged areas for improvement, such as reducing duplication with work already undertaken by Strategic Services. Impact of recommendation: Without scaling and scoping the workforce framework, strategizing efforts will remain inconsistent and potentially overwhelming across departments as the framework continues to be rolled out across the organization.
Management Response: This is a practical recommendation that City administration is supportive of and has already identified as part of Workforce Planning implementation. Human Resources & Safety has identified ways to reduce duplication in the future and ensure an update cycle of department business/workforce plans that is achievable. Administration believes that benchmarked municipalities have not progressed further than St. Albert in the workforce planning subject area, and areas for improvement indicate the progressive space St. Albert is in and is navigating. Implementation of the framework is planned to continue for another 2-3 years. If an accelerated timeline is desired, additional resources would be required.

6. Strengthen data integration maturity
Currently, aspects of the HR and Finance systems are not integrated and non-permanent employee data lives in “side of the desk” spreadsheets, causing inefficient processes and limited access to reliable data for non-permanent staff. Impact of recommendation: Without continued enhancement of data integration practices, the City risks inefficiencies and human errors in reliance on manual processes and fragmented data, limiting a comprehensive understanding of workforce needs.
Management Response: Administration agrees that full integration between the City’s HRIS and Finance systems would be powerful. Administration continues to prioritize multiple system implementations in parallel and has reached capacity and competing priorities limits. Administration would prioritize this integration after other system implementations were substantially complete. Most likely past 2027. Administration would like to clarify that “employee personal, compensation, hours worked, and history of employment data” for both permanent and non-permanent staff is captured in the City’s HRIS system, and there is a reporting process from the HRIS system to the City’s Finance Systems for budgeting purposes. This is currently being done. What is “side of the desk” and, in spreadsheets, appears to be estimates or projections of non-permanent position expenses attributed to broad service categories (e.g. aquatics). Departments may plan for a certain number or type of non-permanent positions, but during a year, determine that a different number or mix of positions is needed. Human Resources & Safety only has HRIS employee/payroll data based on what is actually paid to employees, not what a department may have originally planned for non-permanent positions. Proceeding with recommendations 1 through 5 ahead of systems integration and data integration appears logical. Data integration and system integration would require a formalized project and additional capacity to complete for all teams involved.