

Municipality Of Chatham-Kent

Corporate Services

To: Mayor and Members of Council
From: Marianne Fenton, Manager, HR Strategy and Workplace Culture
Date: October 19, 2020
Subject: Working Remotely Policy

It is recommended that:

1. Employees currently approved to work remotely due to the pandemic continue to do so until March 31, 2021 at which time the status of the pandemic will be re-assessed and a decision regarding the extension of temporary remote working will be made.
2. A formal Working Remotely Policy for beyond the pandemic be piloted allowing employees in positions eligible to work remotely the opportunity to request working remotely.
3. The Working Remotely Policy be fully implemented in 2021 to annually approve those working remotely for the upcoming calendar year.

Background

On September 21, 2020, Councillor Trevor Thompson brought forward a Notice of Motion for a Work from Home Policy/Program.

“Whereas the Municipality of Chatham-Kent actively looks to attract new residents by way of remote workers having improved work-from-home options available in both urban and rural settings.

And Whereas the Municipality of Chatham-Kent continue to be an employer of choice for top talent, that the Municipality set the example for business by creating a work-from-home policy/program for staff members.

And whereas the municipality looks to reduce costs through the use of right-sizing our infrastructure based on trends seen across organizations who are reducing their physical footprint while maintaining or increasing staffing levels.

Therefore be it resolved that the Chief Human Resource Officer undertake a review of positions that are currently working from home, positions that could be working from home and potential work from home opportunities in the future. And that the report outline recommendations to both sustain an appropriate level of working

remotely through the pandemic and to implement a long term policy/program for working remotely post the pandemic.”

Comments

Since March 2020, close to 300 employees of the Municipality of Chatham-Kent have been working remotely at least part-time due to the COVID-19 pandemic. While some of these employees have been working out of alternate municipal buildings in various communities, many have been working from home.

This measure was quickly put in place to follow public health guidelines, ensuring physical distancing, reducing group sizes, and promoting employees to stay home when possible to reduce the transmission of the virus. This measure also helped ensure the safety of some of our most vulnerable employees and provided flexibility for those needing to provide care for children and elders.

While the transition to working remotely created immediate technology, equipment and process challenges for some, these issues were addressed quickly and the majority of employees have continued to effectively work remotely.

In August 2020, employee surveys were conducted to evaluate the effectiveness of working remotely from the perspectives of remote workers, their supervisors, and those continuing to work from their regular locations (Appendix A: Working Remotely Surveys Summary). The data collected from Chatham-Kent employees in these surveys support the introduction of a formal Working Remotely policy to allow approved employees to work remotely now and beyond the pandemic. There are certainly ways Chatham-Kent can improve the experience for remote workers and also enhance the experience for those at regular work locations needing to work closely with remote workers. However, the survey data has proven that having some employees working remotely at this time is functioning and should be considered as a long-term strategy that will only improve as technology, systems, and processes evolve with time.

The business and financial case for introducing a Working Remotely Policy is supported by Chatham-Kent's Planning Services team. Gabriel Clarke, Environmental Planner I, prepared a document in June 2020 on the topic of "Telework and the Post-Covid Economy" (Appendix B). The document referenced the CK Growth Strategy and Economic Recovery report Council received on April 12, 2020 and the subsequent work done by the Corporate Economic Recovery Committee. The Committee recommended integrating the concept of telework into the Municipality's operational philosophy/service delivery model and leveraging telework as an instrument for economic development and growth. The recommendation is for teleworking programs to be designed to provide employees with a balance of in-office work and telework based on these benefits realized by employers and employees:

- 2-day per week corporate teleworking program generates approximately \$12,433 in savings and additional value per employee on an annual basis, with the bulk of that

value going to employers through increased productivity, reduced absenteeism, reduced employee turnover and real estate savings

- Teleworking programs extend the potential employee talent pool beyond the traditional Chatham-Kent area, which has great potential to align with the municipal and community talent attraction and retention strategies
- Employees working remotely can save an average of \$1,939 per year through reduced purchase of fuel, insurance and clothing, even when taking into account the increase in electricity costs associated with home offices

The document goes on to say that demand from employees (across private and public sector organizations) for teleworking is expected to remain strong long after the COVID pandemic is over due to the establishment of a “teleworking culture” in the workforce. Chatham-Kent’s experience with teleworking reveals it to be a potentially significant source of efficiency for the Municipality, particularly as it pertains to the costs associated with accommodating our non-customer facing office employees. The Committee suggests that implementing a permanent teleworking program in Chatham-Kent would enable the Municipality to:

- Enhance physical distancing requirements during the post-COVID recovery phase (leaving every other workspace empty)
- Fully realize the value of existing IT investments in work from technology
- Support Council’s climate emergency declaration by lowering transportation emissions related to employee commuting
- Rationalize building assets due to lower office space needs
- Limit the costs associated with renovating the Civic Centre (e.g. accommodate more staff within the same physical building footprint)
- Realize a potentially significant reduction of fixed municipal operating costs

Based on this business case and the data from employee surveys, work began in September to:

1. Identify employees currently working from home due to the pandemic and recommended to continue. As of October 16, 2020, there were 266 employees recommended to work remotely through to March 31, 2021. Appendix C identifies the 154 positions these employees are in and Appendix D shows the range of groups, departments, and buildings the employees are from.
2. Finalize a Working Remotely Policy to annually consider employees eligible to work remotely. The policy will reference the list of positions deemed eligible to work remotely at least part-time each calendar year. (Appendix E - Positions Eligible to Request Working Remotely 2021). As technology and processes evolve and improve, additional positions may be added to the list during the annual review of eligible positions. The policy will be piloted starting in December, 2020 to approve employees working from home April 1 to December 31, 2021. Full implementation of the policy will occur in 2021 to annually approve those working remotely for the upcoming calendar year.

Measuring Performance

A natural concern that arises when organizations introduce working remotely policies is the matter of how to measure productivity and performance of employees. During the pandemic, each department has implemented performance measurement strategies to gauge productivity based on their respective work flows and technologies. Some strategies include daily/weekly task/accomplishment results emails from employee to supervisor, weekly virtual staff meetings, use of connectivity technology to determine time on-line, use of application specific activity to compare pre-pandemic activity stats to current activity stats (for example the call centre), etc. In many situations, the supervisor's ability to track performance of employees working remotely is not unlike the supervisor's ability to track performance of employees who work at another office location than themselves.

During the pilot period of the implementation of the formal policy, administration will be reviewing effective performance measurement techniques and adjusting accordingly.

If a situation arises where the performance of an employee working remotely begins to suffer, a reassessment of their eligibility to continue working remotely will be conducted.

Consultation

Various members of the Executive Management Team have been consulted on this report.

An Ad Hoc Committee representing various departments participated in development of the Working Remotely Policy, including Gabriel Clarke representing the Corporate Economic Recovery Committee.

The Information Technology and Transformation team provided input into the policy and processes.

Several municipalities and public sector organizations were surveyed regarding their policies and processes for working remotely.

Financial Implications

The Working Remotely Policy outlines that the Municipality of Chatham-Kent will be responsible for providing hardware and software required by employees working remotely. The estimated one-time cost to meet these needs in 2020 is \$50,000 funded by the Safe Restart Fund. Additional annual lifecycle costs to maintain the pool of equipment for remote workers is estimated at \$5,000 and will be considered through the 2021 budget process. The Information Technology and Transformation division is evaluating options for technology to potentially negate any annual hardware 2021 budget ask.

Given that working remotely is considered an opportunity rather than a requirement at this time, all other costs for home offices are the responsibility of the remote worker.

Prepared by:

Marianne Fenton, Hons.BA, BEd, OCT, CHRL
Manager, HR Strategy and Workplace Culture

Cathy J.E. Hoffman, MPA, CHRL
General Manager, Corporate Services/Chief Human Resource Officer

Attachments: Appendix A: Working Remotely Surveys Summary
Appendix B: Telework and the Post-Covid Economy
Appendix C: Positions Working Remotely Currently
Appendix D: Groups, Departments and Buildings of Current Remote Workers
Appendix E: Positions Eligible to Request Working Remotely for 2021

G:\HROD\HR Admin\Reports to Council\2020\RTC - Working Remotely Policy.docx

Appendix A: Working Remotely Surveys Summary

In total, 524 survey responses were received over the 3 surveys conducted in August, 2020. The number of responses exceeded our expectations and provided a wealth of data to help guide decision-making on the topic of working remotely.

Summary of Key Findings

1. **Those Working Remotely** (for employees and supervisors who worked remotely at least part-time since March)
 - Overall, Remote Workers were exceptionally pleased working remotely, with the vast majority interested in continuing to work remotely indefinitely at least part-time.
 - Most respondents agreed that they had everything they needed to be effective working from home. Challenges while working remotely included trying to complete manual processes, not having proper office set-up, or access to hardware, software, files, supplies, etc. Some cited challenges effectively collaborating with teams while working remotely.
 - Most respondents reported no change to workload, hours worked and being able to complete tasks, while most of the challenges reported were due to the pandemic, not due to working remotely. Many cited an increase in productivity and improvement in mental health due to a quieter, less-distracting and less-stressful work environment.

2. **Supervisors of Remote Workers** (for supervisors with any direct reports working remotely since March)
 - Overall, supervisors were exceptionally pleased with their employees working remotely, indicating their team working remotely completed tasks effectively and efficiently.

3. **Those Working from Regular Locations** (for employees and supervisors who performed their regular work from their regular locations since March)
 - Overall, Workers at Regular Locations were satisfied working at their regular locations and with having some staff working remotely. They appreciated having less employees at the worksite exposing them to COVID-19 and many noted it created a quieter, more productive worksite.
 - A small majority believed some or all of the responsibilities of their position could be performed remotely, yet about the same number of respondents indicated they were not given the choice to work remotely at least part-time since March. Half are interested in working remotely at least part-time now or as soon as a Working Remotely Policy is approved for their position.
 - Most of the respondents worked their regular hours, while the others worked adjusted hours due to the pandemic or the need to balance work and home.
 - Most reported heavier than normal workloads at least occasionally and half reported their tasks were more difficult to complete than normal. While much of this was due to the pandemic, there was a strong theme that

these employees also had extra work and difficulty covering on-site tasks for those on leaves and working remotely.

Overall Findings

Overall, both groups (Remote Workers and Workers at Regular Locations) had high percentage of agreement with statements indicating overall engagement and satisfaction with the organization, supervisors and teams during an unprecedented pandemic.

Employees in both groups were highly impressed with their supervisors during this time. Many employees expressed how much they appreciated their supervisor's patience, empathy, understanding, and trust while they attempted to balance work and family since March.

Statement	% of Respondents in Agreement
My supervisor clearly communicated what was expected of me.	83.6
The performance feedback I received from my supervisor was effective.	91.3
I felt connected with my teammates.	72.9
I felt connected with my supervisor.	79.1
I felt like a contributing member of the team.	92.5
I felt informed by organization about matters affecting us.	78.3
I felt informed by my supervisor about matters affecting us.	82.4

Recommendations

The data collected from Chatham-Kent employees in these surveys support the introduction of a formal Working Remotely policy to allow approved employees to work remotely now and beyond the pandemic. There are certainly ways Chatham-Kent can improve the experience for remote workers and also enhance the experience for those at regular work locations needing to work closely with remote workers. However, the survey data has proven that having some employees working remotely at this time is functioning and should be considered as a long-term strategy that will only improve as technology, systems, and processes evolve with time.

MEMORANDUM

To: Chatham-Kent Executive Management Team (EMT)
From: Corporate Economic Recovery Internal Committee
Author: Gabriel Clarke – Environmental Planner I
Subject: Telework and the Post-Covid Economy
Date: June 16, 2020

BACKGROUND

On April 12, 2020, Council received the [CK Growth Strategy and Economic Recovery](#) report that stated that a Corporate Economic Recovery Committee had been created to review the opportunities to mitigate the economic impact of COVID-19 and ways to adapt after.

A cross departmental team was formed and completed the following tasks.

- 1) **Reviewed the CK Growth Strategy in light of the COVID-19. It was determined that several items should be deferred until business reopened and the following items should be added in.**
 - A focus on CK being business friendly
 - Broadband access across CK
 - Availability of transportation services and - lobby for better regional transportation
 - A promotion of telecommuters working in CK for non-local employers
 - Communities connecting differently, new work locations
 - To highlight how businesses have retooled and adapted now
- 2) **Ideas to support economic recovery were brainstormed and investigated.**
- 3) **Support for the first community economic recovery discussion was provided with the themes emerging linked to the ideas for recovery. Results from the community discussion can be read at <http://investck.ca/ertf>.**
Appendix A summarizes the overarching themes and aligns ideas the committee identified as ways to mitigate the economic impact of COVID

The primary purpose of this memo is to provide the Executive Management Team with an overview of the committee's work with a request for integrating the concept of telework into the municipality's operational philosophy/service delivery model and for leveraging telework as an instrument for economic development and growth.

The following provides the start of a business and financial case for teleworking.

CONTEX:

The COVID-19 pandemic has had a profound impact on the workplace. Many private and public organizations sectors were compelled to implement corporate teleworking programs to maintain business continuity in response to the physical distancing requirements to slow the pandemic. The widespread implementation of telework and the speed in which it was deployed in public and private sector settings has demonstrated that the principle barrier to the adoption of teleworking in the workplace was *cultural* and *attitudinal*, not *technological*. However, this experience has also revealed some of the challenges that occur within a 100% teleworking environment, such as orienting new employees, building and maintain team cohesion, and employee mental health, etc. which arise when in-person social interactions are eliminated entirely. Recognizing this fact, it is recommended that teleworking programs be designed to provide employees with a balance of in-office work and telework. The following provides a summary of the various benefits that employers and employees realize when telework is implemented and concludes that telework can contribute to Chatham-Kent's strategic population growth, economic development and efficient service delivery objectives.

EMPLOYER BENEFITS:

An analysis conducted by WorkSHIFT Canada – a non-profit organization dedicated to researching the impact of teleworking on the workplace in Canada – found that the implementation of a 2 day per week corporate teleworking programs generates over \$12,000.00 in savings and additional value per employee on an annual basis, with the bulk of that value (approx. \$10,500.00) going to employers. Table 1 provides an overview of the savings and additional value generated by teleworkers for their employers.

Table 1: Savings and Additional Value Generated for Employers per Teleworker	
Productivity Increase	\$5,958 per year
Reduced Absenteeism	\$2,548 per year
Reduced Employee Turnover	\$427 per year
Real Estate Savings	\$1,561 per year
Additional Annual Employer Value	\$10,494 per year

Impact of Telework on Employee Productivity:

Employees who telecommute are generally less stressed and more productive than their non-telecommuting colleagues.

- *Average increased productivity per employee: \$5,958 per year*

Impact of Telework on Absenteeism:

Absenteeism is reduced because telecommuters will work from home when they are mildly sick.

- *Average absenteeism savings per employee: \$2,548 per year*

Impact of Telework on Employee Turnover:

Employees consider telecommuting to be a highly sought after and valued employer differentiator and has a direct impact on increasing employee retention.

- *Average turnover savings per employee: \$427 per year*

Impact of Telework on Real Estate:

Teleworking programs reduce the amount of office space required to accommodate the workforce. Research consistently shows that teleworkers place much more value on being able to work from home than on bigger workspaces and are willing to accept smaller physical working spaces in the office because they only have to work in those spaces occasionally.

- *Average real estate savings per employee: \$1,561 per year*

Talent Pool: Teleworking programs extend the potential employee talent pool beyond the traditional Chatham-Kent catchment area for compatible types of employment because people don't necessarily have to live in CK to work in CK, and the longer commute times become less of a concern when employees only have to commute to work occasionally. This has a great potential to align with the Municipal talent recruitment strategy to make the corporation a desired place for new employees and for retention.

EMPLOYEE BENEFITS

In addition to producing the tremendous advantages for employers discussed above, telecommuting also produces significant benefits for employees. These include:

Financial Savings: Teleworkers enjoy a net savings of anywhere between \$600 and \$3,500 per year through reduced purchases of fuel, insurance, parking, and clothing. These savings include the increase in electricity costs associated with home offices.

- *Average savings per employee: \$1,939 per year*

Quality of Life and Mental Health: By reducing commuting, telework reduces employee stress, increases employee job satisfaction and enhances work-life balance by increasing the time available for recreation and family.

Combined, telecommuting produces over \$12,000.00 per year in financial benefits for both employers and employees, with the bulk of the savings going to employers.

TELEWORKING: AN INSTRUMENT FOR ECONOMIC DEVELOPMENT

The COVID pandemic has provided a significant portion of the workforce with a months-long experience with telework and this is leading to the establishment of a "teleworking culture" for a significant portion of the Canadian labour force, especially highly educated younger professionals, which will sustain the demand for teleworking long after the pandemic is over.

Chatham-Kent has a number of competitive advantages – lower population density, comparatively attractive real estate prices, presence of most major retail and commercial chains, the proximity to great lakes and major transportation corridors – that are very attractive to this demographic, and who prior to COVID were already leaving the Greater Toronto Area due to unaffordable real estate prices (i.e. me). COVID is expected to increase this exodus as teleworkers come to terms with the fact that they no longer have to live in proximity to their employer as well as with the numerous negative impacts experienced when living in highly dense places during the pandemic.

Attracting GTA teleworkers to Chatham-Kent will directly contribute to our strategic population growth and economic development objectives. By locating here, teleworkers will not only increase our population but they will also bring new dollars to spend in our community, thereby supporting our economy through enhanced demand for local goods and services.

Private Sector Teleworking Examples:

Article: [Shopify is Joining Twitter in Permanent Work from Home Shift](#)
[Manulife Flexible Workplace Program](#)

Municipal Teleworking Program Examples:

[Oakville Teleworking Program Procedure](#)
[City of Hamilton Teleworking Program Policy](#)

It is therefore recommended that:

- Chatham-Kent develop a GTA-wide marketing campaign in the immediate short term aimed at attracting the GTA teleworkforce to Chatham-Kent, with a focus on younger professionals who are currently renting.
- Chatham-Kent collaborate with the private housing industry to develop attractive home office design options for new builds and retrofits to support the marketing campaign.
- Chatham-Kent consider options to provide a financial incentive to newly arrived teleworkers to offset the costs of building a home office.

TELEWORK: AN INSTRUMENT FOR EFFICIENT MUNICIPAL SERVICE DELIVERY

The financial case and other benefits discussed above for implementing teleworking programs in the private sector also extend to the public sector, and in particular with municipal governments. Due to the visibility of their primary source of income (i.e. property taxes) Municipalities are under sustained pressure to limit the impact of service delivery on the municipal tax base, and as a result, Municipalities are constantly seeking efficiencies in their service delivery models. Chatham-Kent's experience with teleworking reveals it to be a potentially significant source of efficiency for the Municipality, particularly as it pertains to the costs associated with accommodating our

non-customer facing office employees. In addition to the financial benefits discussed above, implementing a permanent Teleworking program in Chatham-Kent would enable the municipality to:

Immediate short term:

- Enhance physical distancing requirements during the post-COVID recovery phase (i.e. leaving every other workspace empty)

Short Term:

- Fully realize the value of existing IT investments in work from technology
- Support Council's climate emergency declaration by lowering transportation emissions related to employee commuting

Medium to Longer Term:

- Rationalize building assets due to lower office space needs
- Limit the costs associated with renovating the Civic Centre (i.e. accommodate more staff within the same physical building footprint)
- Realize a potentially significant reduction of fixed municipal operating costs

It is recognized that the amount of staff eligible for telecommuting will be based on what can be accommodated operationally. As a public service, taxpayers expect that municipalities will have staff available when needed. Although the technology exists to provide personalized customer service remotely (i.e. through a video terminal at a departmental reception counter for example) a paradigm shift from face-to-face interaction to digital interaction would likely require a phased approach. Careful consideration would need to be given in the application to the actual % of staff whose responsibilities would not be adversely impacted by working remotely.

CONCLUSION:

The COVID pandemic has opened the floodgates to the widespread implementation of telecommuting across private and public sector organizations alike. The demand from employees for teleworking is expected to remain strong long after the COVID pandemic is over due to the establishment of a "teleworking culture" in the workforce. Chatham-Kent has a number of competitive advantages when it comes to the potential of building a strong teleworkforce, and it is recommended that those advantages be leveraged to attract teleworkers to our community in support of our strategic population growth and economic development objectives. It is also recommended that Chatham-Kent implement a permanent corporate teleworking program to enhance service delivery efficiency and reduce our operational impact on the Chatham-Kent tax base.

Respectfully submitted,

Corporate Economic Recovery Committee

Appendix C - Positions Working Remotely Currently

Department	Division Description	Job Type Description	LEVEL
CAO	FIRE & EMERGENCY SERVICES	ADMINISTRATIVE ASSISTANT II	FRT
CAO	FIRE & EMERGENCY SERVICES	ADMINISTRATIVE ASSISTANT III	FRT
CAO	FIRE & EMERGENCY SERVICES	EXECUTIVE ASSISTANT II	FRT
CAO	FIRE & EMERGENCY SERVICES	PUBLIC EDUCATOR	FRT
CAO	LEGAL SERVICES	DIRECTOR, LEGAL SERVICES	SMT
CAO	LEGAL SERVICES	LAW CLERK	FRT
CAO	LEGAL SERVICES	LEGAL SOLICITOR	FRT
CAO	LEGAL SERVICES	PROSECUTOR, POC	FRT
CD	BUILDING DEVELOPMENT SERVICES	BUILDING INSPECTOR/BYLAW ENFORCEMENT OFFICER	FRT
CD	CD ADMIN	COORDINATOR, COMMUNITY DEVELOPMENT	FRT
CD	CD ADMIN	EXECUTIVE ASSISTANT I	FRT
CD	CD ADMIN	GENERAL MANAGER, COMMUNITY DEVELOPMENT/CHIEF LEGAL OFFICR	EMT
CD	COMM ATTRACT&PROMOTION	COORDINATOR, RESIDENT ATTRACTION & RETENTION	MGR
CD	COMM ATTRACT&PROMOTION	MANAGER, COMMUNTY ATTRACTION & PROMOTION	MGR
CD	COMM ATTRACT&PROMOTION	MARKETING COORDINATOR	FRT
CD	COMM ATTRACT&PROMOTION	PROJECT ASSISTANT (LIP)	FRT
CD	COMM ATTRACT&PROMOTION	PROJECT COORDINATOR, LOCAL IMMIGRATION PROJECT	FRT
CD	COMM ATTRACT&PROMOTION	RESIDENT ATTRACTION & RETENTION OFFICER	FRT
CD	COMM ATTRACT&PROMOTION	SUPERVISOR, TOURISM DEVELOPMENT	SUP
CD	ECONOMIC DEVELOPMENT SERVICES	DIRECTOR, ECONOMIC DEVELOPMENT SERVICES	SMT
CD	ECONOMIC DEVELOPMENT SERVICES	ECONOMIC DEVELOPMENT OFFICER 2	FRT
CD	ECONOMIC DEVELOPMENT SERVICES	ECONOMIC DEVELOPMNT OFFICER I	FRT
CD	ECONOMIC DEVELOPMENT SERVICES	MARKETING/COMMUNICATIONS OFFICER, ECONOMIC DEVELOPMENT SERVICES	FRT
CD	PLANNING SERVICES	ADMINISTRATIVE ASSISTANT I	FRT
CD	PLANNING SERVICES	MANAGER, PLANNING SERVICES	MGR
CD	PLANNING SERVICES	PLANNER I	FRT
CD	PLANNING SERVICES	PLANNER II	FRT
CD	PLANNING SERVICES	PLANNING TECHNICIAN	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	ADMINISTRATIVE ASSISTANT I	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	ADMINISTRATIVE ASSISTANT II, RECREATION & COMMUNITY ENGAGEMENT SERVICES	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	ASSISTANT CURATOR CK, CURATOR RIDGE HOUSE	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	ASSISTANT CURATOR, GALLERY	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	COORDINATOR, BOOKING & HOSPITALITY	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	COORDINATOR, GALLERY PROGRAMS	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	COORDINATOR, MUSEUM PROGRAM	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	COORDINATOR, RECREATION & COMMUNITY ENGAGEMENT	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	CURATOR, CK MUSEUM	SUP
CHS	COMM ATTRACT&LEISURE SERVICES	CURATOR, GALLERY	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	LEAD HOUSE MANAGER	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	MANAGER, ARTS & CULTURE	MGR
CHS	COMM ATTRACT&LEISURE SERVICES	MANAGER, RECREATION & COMMUNITY ENGAGEMNT SERVICES	MGR
CHS	COMM ATTRACT&LEISURE SERVICES	PROGRAM CLERICAL ASSISTANT RECREATION PROGRAMS	FRT
CHS	COMM ATTRACT&LEISURE SERVICES	SUPERVISOR, RECREATION & COMMUNITY ENGAGEMENT SERVICES	SUP
CHS	COMM ATTRACT&LEISURE SERVICES	SUPERVISOR, TECHNICAL & FACILITY SERVICES	SUP
CHS	EMPLOYMENT & SOCIAL SERVICES	ACCOUNTING ASSISTANT I, ESS	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	ADMINISTRATIVE ASSISTANT II	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	CASE MANAGER, EMPLOYMENT & SOCIAL SERVICES	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	COMMUNITY NAVIGATOR	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	E&SS INTAKE WORKER	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	EMPLOYMENT & SOCIAL SERVICES ASSISTANT	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	EMPLOYMENT RESOURCE ADVISOR	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	EMPLOYMENT RESOURCE WORKER	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	IT SERVICE TECHNICIAN	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	LOCAL SYSTEM SUPPORT	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	MANAGER, FINANCE/SYSTEM SUPPORT	MGR
CHS	EMPLOYMENT & SOCIAL SERVICES	PROGRAM EVALUATOR	FRT
CHS	EMPLOYMENT & SOCIAL SERVICES	PROGRAM MANAGER, EMPLOYMENT & SOCIAL SERVICES	MGR
CHS	EMPLOYMENT & SOCIAL SERVICES	SUPERVISOR, ACCOUNTING & SYSTEMS SUPPORT	SUP
CHS	EMPLOYMENT & SOCIAL SERVICES	SUPERVISOR, EMPLOYMENT & SOCIAL SERVICES	SUP
CHS	HOUSING SERVICES	CASE MANAGER, HOUSING SERVICES	FRT
CHS	HOUSING SERVICES	COORDINATOR, HOUSING PLACEMENT	FRT
CHS	HOUSING SERVICES	HOUSING BENEFITS ANALYST	FRT

Department	Division Description	Job Type Description	LEVEL
CHS	HOUSING SERVICES	MANAGER, TENANT RELATIONS	MGR
CHS	HOUSING SERVICES	PROGRAM MANAGER, HOUSING SERVICES	MGR
CHS	PUBLIC HEALTH	COORDINATOR YOUTH ENGAGEMENT	FRT
CHS	PUBLIC HEALTH	DIETICIAN	FRT
CHS	PUBLIC HEALTH	HEALTH EDUCATOR	FRT
CHS	PUBLIC HEALTH	NUTRITIONIST	FRT
CHS	PUBLIC HEALTH	PLANNING & EVALUATION SPECIALIST	FRT
CHS	PUBLIC HEALTH	PUBLIC HEALTH NURSE	FRT
CHS	PUBLIC HEALTH	TOBACCO ENFORCEMENT OFFICER	FRT
CHS	SENIORS SERVICES	FINANCIAL ANALYST I, SENIORS SERVICES	FRT
CS	CUSTOMER SERVICES	ADMINISTRATIVE ASSISTANT I	FRT
CS	CUSTOMER SERVICES	CUSTOMER SERVICES REPRESENTATIVE	FRT
CS	CUSTOMER SERVICES	CUSTOMER SERVICES REPRESENTATIVE - TEAM LEAD	FRT
CS	CUSTOMER SERVICES	DIRECTOR, CUSTOMER SERVICES	SMT
CS	HROD	GENERAL MANAGER, CORPORATE SERVICES/CHIEF HUMAN RESOURCES OFFICER	EMT
CS	HROD	HR CONSULTANT	FRT
CS	HROD	LABOUR RELATIONS/OCCUPATIONAL SAFETY ANALYST	FRT
CS	HROD	MANAGER, HR STRATEGY & WORKPLACE CULTURE	MGR
CS	HROD	MANAGER, LABOUR RELATIONS	MGR
CS	HROD	MANAGER, LEARNING & ORGANIZATIONAL DEVELOPMENT	SUP
CS	HROD	MANAGER, PAYROLL/HRIS	MGR
CS	HROD	MANAGER, TALENT ACQUISITION & DEVELOPMENT	SUP
CS	HROD	MANAGER, TOTAL REWARDS	MGR
CS	HROD	PAYROLL ADMINISTRATOR	FRT
CS	HROD	RETURN TO WORK SPECIALIST	FRT
CS	HROD	SAFETY COMPLIANCE OFFICER	FRT
CS	HROD	TALENT ACQUISITION & DEVELOPMENT OFFICER	FRT
CS	HROD	TOTAL REWARDS ANALYST	FRT
CS	MUNICIPAL GOVERNANCE	COORDINATOR, COUNCIL	SUP
CS	MUNICIPAL GOVERNANCE	DIRECTOR, MUNICIPAL GOVERNANCE/CLERK	SMT
CS	MUNICIPAL GOVERNANCE	LICENSING ASSISTANT	FRT
CS	MUNICIPAL GOVERNANCE	MANAGER, LICENSING	MGR
CS	PROVINCIAL OFFENCES COURT	MANAGER, PROVINCIAL OFFENCES COURT	MGR
FBITT	BUDGET&PERFORMANCE SERVICES	BUDGET & PERFORMANCE ANALYST	FRT
FBITT	BUDGET&PERFORMANCE SERVICES	DIRECTOR, BUDGET & PERFORMANCE SERVICES	SMT
FBITT	FBITT ADMIN	EXECUTIVE ASSISTANT I	FRT
FBITT	FBITT ADMIN	GENERAL MANAGER, FBITT/CFO/TREASURER	EMT
FBITT	FINANCIAL SERVICES	ACCOUNTS PROCESSING ASSISTANT	FRT
FBITT	FINANCIAL SERVICES	BUSINESS ANALYST (IT)	FRT
FBITT	FINANCIAL SERVICES	DIRECTOR, FINANCIAL SERVICES	SMT
FBITT	FINANCIAL SERVICES	FINANCIAL ANALYST 1, CORPORATE ACCOUNTING	FRT
FBITT	FINANCIAL SERVICES	FINANCIAL ANALYST II	FRT
FBITT	FINANCIAL SERVICES	MANAGER, CORPORATE ACCOUNTING	MGR
FBITT	FINANCIAL SERVICES	MANAGER, REVENUE	MGR
FBITT	FINANCIAL SERVICES	PROJECT MANAGER, ITT	FRT
FBITT	FINANCIAL SERVICES	PURCHASING OFFICER	SUP
FBITT	FINANCIAL SERVICES	REVENUE ANALYST	SUP
FBITT	FINANCIAL SERVICES	SUPERVISOR, ACCOUNTS PAYABLE	SUP
FBITT	INFORMATION TECH & TRANSFORMTN	ADMINISTRATIVE ASSISTANT I	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	APPLICATION ADMINISTRATOR	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	APPLICATION INTEGRATION SPECIALIST	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	BUSINESS ANALYST (IT)	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	BUSINESS SOLUTIONS ANALYST	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	COORDINATOR, DATA MANAGEMENT	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	DATABASE ADMINISTRATOR	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	DIRECTOR, INFORMATION TECHNOLOGY & TRANSFORMATION	SMT
FBITT	INFORMATION TECH & TRANSFORMTN	IT SERVICES TECHNICIAN	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	IT SPECIALIST	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	MANAGER, DATA & INTEGRATION	MGR
FBITT	INFORMATION TECH & TRANSFORMTN	MANAGER, INFRASTRUCTURE SERVICES	MGR
FBITT	INFORMATION TECH & TRANSFORMTN	MANAGER, SYSTEMS SUPPORT	MGR
FBITT	INFORMATION TECH & TRANSFORMTN	NETWORK ADMINISTRATOR	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	PROJECT MANAGER, ITT	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	SECURITY AND NETWORK ANALYST	FRT

Department	Division Description	Job Type Description	LEVEL
FBITT	INFORMATION TECH & TRANSFORMTN	SHAREPOINT WEB DEVELOPER	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	SUPERVISOR, INFORMATION SYSTEMS	SUP
FBITT	INFORMATION TECH & TRANSFORMTN	SYSTEMS ADMINISTRATOR	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	WEB DESIGN & DEVELOPER	FRT
FBITT	INFORMATION TECH & TRANSFORMTN	WEB SYSTEMS ADMINISTRATOR	FRT
IES	DRAINAGE,ASSET & WASTE MGMT	ASSET MANAGEMENT ASSISTANT	FRT
IES	DRAINAGE,ASSET & WASTE MGMT	DIRECTOR, DRAINAGE, ASSET & WASTE MANAGEMENT	SMT
IES	DRAINAGE,ASSET & WASTE MGMT	DRAINAGE SUPERINTENDENT	FRT
IES	DRAINAGE,ASSET & WASTE MGMT	ENVIRONMENTAL SCIENTIST	FRT
IES	DRAINAGE,ASSET & WASTE MGMT	MANAGER, HOUSING ASSETS	MGR
IES	ENGINEERING & TRANSPORTATION	ADMINISTRATIVE ASSISTANT I	FRT
IES	ENGINEERING & TRANSPORTATION	ADMINISTRATIVE ASSISTANT II	FRT
IES	ENGINEERING & TRANSPORTATION	BUSINESS ANALYST (IT)	FRT
IES	ENGINEERING & TRANSPORTATION	DIRECTOR, ENGINEERING	SMT
IES	ENGINEERING & TRANSPORTATION	ENGINEERING TECHNOLOGIST I	FRT
IES	ENGINEERING & TRANSPORTATION	ENGINEERING TECHNOLOGIST II	FRT
IES	ENGINEERING & TRANSPORTATION	GEO INFO SYSTEMS TECHNOLOGIST	FRT
IES	ENGINEERING & TRANSPORTATION	MANAGER, ENGINEERING	MGR
IES	ENGINEERING & TRANSPORTATION	PROJECT MANAGER, TRANSIT	FRT
IES	IES ADMIN	EXECUTIVE ASSISTANT I	FRT
IES	IES ADMIN	GENERAL MANAGER, INFRASTRUCTURE & ENGINEERING SERVICES	EMT
PUC	WATER & WASTEWATER SERVICES	ADMINISTRATIVE ASSISTANT II	FRT
PUC	WATER & WASTEWATER SERVICES	ENGINEERING TECHNOLOGIST I	FRT
PUC	WATER & WASTEWATER SERVICES	ENVIRONMENTAL COMPLIANCE TECHNICIAN	FRT
PUC	WATER & WASTEWATER SERVICES	EXECUTIVE ASSISTANT I	FRT
PUC	WATER & WASTEWATER SERVICES	GEO INFO SYSTEMS TECHNOLOGIST	FRT
PUC	WATER & WASTEWATER SERVICES	PROJECT ENGINEER	MGR
PUC	WATER & WASTEWATER SERVICES	QUALITY MANAGEMENT REPRESENTATIVE	FRT

Appendix D - Groups, Departments and Buildings of Current Remote Workers

Group	# of Remote Workers
Front-line (FRT)	201
Manager/Supervisor (MGR/SUP)	51
Senior Management Team (SMT)	10
Executive Management Team (EMT)	4
Total	266

Department	# of Remote Workers
Community Human Services	107
Finance Budget and ITT	53
Infrastructure and Engineering Services	33
Corporate Services	32
Community Development	26
PUC	10
Fire and Emergency Services	4
Mayor and CAO Office	1
Total	266

Buildings	# of Remote Workers	100% Remote	80% Remote	60% Remote	50% Remote	40% Remote	20% Remote
Civic Centre	118	46	14	15	25	12	6
Community Human Services Building	67	20	2		45		
Park Avenue Business Centre	18	8		8		2	
Information Services Office (RVG)	16	14		1			1
PUC Main Office	10	8			1	1	
Economic Development Office	7	7					
Chatham Cultural Centre	6	2				4	
Employment and Social Services Office, King Street, Chatham	4				4		
Capitol Theatre	4	1		1		2	
Employment and Social Services Office, Wellington St W. Chatham	3	1			2		
Employment and Social Services Office Tilbury	3				3		
Chatham Library	2				2		
Provincial Offences Court	2	2					
Employment and Social Services Office Dresden	1				1		
Employment and Social Services Office Ridgetown	1				1		
Employment and Social Services Office, Salvation Army, Chatham	1				1		
Employment and Social Services Office, Southcourt, Wallaceburg	1				1		
Employment and Social Services Office Wallaceburg	1				1		
WISH Centre	1	1					
Totals	266	110	16	25	87	21	7

Appendix E - Positions Eligible to Request Working Remotely 2021

Department	Division	Position
CAO	CAO ADMIN	ADMINISTRATIVE ASSISTANT II
CAO	CAO ADMIN	CHIEF ADMINISTRATIVE OFFICER
CAO	CAO ADMIN	COMMUNICATIONS OFFICER
CAO	CAO ADMIN	COORDINATOR, EXECUTIVE
CAO	CAO ADMIN	EXECUTIVE ASSISTANT II
CAO	CAO ADMIN	MANAGER, CORPORATE INITIATIVES
CAO	CAO ADMIN	MARKETING & COMMUNICATIONS COORDINATOR
CAO	FIRE & EMERGENCY SERVICES	ADMINISTRATIVE ASSISTANT II
CAO	FIRE & EMERGENCY SERVICES	ADMINISTRATIVE ASSISTANT III
CAO	FIRE & EMERGENCY SERVICES	EXECUTIVE ASSISTANT II
CAO	FIRE & EMERGENCY SERVICES	STUDENT OFFICE ASSISTANT FIRE
CAO	LEGAL SERVICES	ADMINISTRATIVE ASSISTANT II
CAO	LEGAL SERVICES	DIRECTOR, LEGAL SERVICES
CAO	LEGAL SERVICES	LAW CLERK
CAO	LEGAL SERVICES	LEGAL SOLICITOR
CAO	LEGAL SERVICES	LITIGATION INVESTIGATOR
CAO	LEGAL SERVICES	PROSECUTOR, POC
CD	BUILDING DEVELOPMENT SERVICES	BUILDING INSPECTOR/BYLAWS ENFORCEMENT OFFICER
CD	BUILDING DEVELOPMENT SERVICES	MANAGER, INSPECTION & ENFORCEMENT
CD	CD ADMIN	COORDINATOR, COMMUNITY DEVELOPMENT
CD	CD ADMIN	EXECUTIVE ASSISTANT I
CD	CD ADMIN	GENERAL MANAGER, COMMUNITY DEVELOPMENT
CD	COMM ATTRACT&PROMOTION	ADMINISTRATIVE ASSISTANT II
CD	COMM ATTRACT&PROMOTION	COORDINATOR, CULTURE & TOURISM DEVELOPMENT
CD	COMM ATTRACT&PROMOTION	COORDINATOR, RESIDENT ATTRACTION & RETENTION
CD	COMM ATTRACT&PROMOTION	MANAGER, COMMUNITY ATTRACTION & PROMOTION
CD	COMM ATTRACT&PROMOTION	MARKETING COORDINATOR
CD	COMM ATTRACT&PROMOTION	PROJECT ASSISTANT (LIP)
CD	COMM ATTRACT&PROMOTION	PROJECT COORDINATOR, LOCAL IMMIGRATION PROJECT
CD	COMM ATTRACT&PROMOTION	RESIDENT ATTRACTION & RETENTION OFFICER
CD	COMM ATTRACT&PROMOTION	SUPERVISOR, TOURISM DEVELOPMENT
CD	ECONOMIC DEVELOPMENT SERVICES	DIRECTOR, ECONOMIC DEVELOPMENT SERVICES
CD	ECONOMIC DEVELOPMENT SERVICES	ECONOMIC DEVELOPMENT OFFICER 2
CD	ECONOMIC DEVELOPMENT SERVICES	ECONOMIC DEVELOPMENT OFFICER I
CD	ECONOMIC DEVELOPMENT SERVICES	MANAGER, ECONOMIC DEVELOPMENT SERVICES
CD	ECONOMIC DEVELOPMENT SERVICES	MARKETING/COMMUNICATIONS OFFICER, ECONOMIC DEVELOPMENT SERVICES
CD	PLANNING SERVICES	ADMINISTRATIVE ASSISTANT I
CD	PLANNING SERVICES	DIRECTOR, PLANNING SERVICES
CD	PLANNING SERVICES	MANAGER, PLANNING SERVICES
CD	PLANNING SERVICES	PLANNER I
CD	PLANNING SERVICES	PLANNER II
CD	PLANNING SERVICES	PLANNING TECHNICIAN
CHS	CHILDCARE & EARLY YRS DIVISION	CASE MANAGER, CHILD CARE
CHS	CHILDCARE & EARLY YRS DIVISION	COORDINATOR, ALL FOR KIDS PROGRAM
CHS	CHILDCARE & EARLY YRS DIVISION	DIRECTOR, CHILDCARE & EARLY YEARS
CHS	CHS ADMIN	EXECUTIVE ASSISTANT I
CHS	CHS ADMIN	GENERAL MANAGER, COMMUNITY HUMAN SERVICES/CEO PUBLIC HEALTH
CHS	CHS ADMIN	MEDICAL OFFICER OF HEALTH
CHS	COMM ATTRACT&LEISURE SERVICES	ADMINISTRATIVE ASSISTANT I
CHS	COMM ATTRACT&LEISURE SERVICES	ADMINISTRATIVE ASSISTANT II, ARTS & CULTURE
CHS	COMM ATTRACT&LEISURE SERVICES	ADMINISTRATIVE ASSISTANT II, RECREATION & COMMUNITY ENGAGEMENT SERVICES
CHS	COMM ATTRACT&LEISURE SERVICES	DIRECTOR, COMMUNITY ATTRACTION & LEISURE SERVICES
CHS	EMPLOYMENT & SOCIAL SERVICES	ACCOUNTING ASSISTANT I, ESS
CHS	EMPLOYMENT & SOCIAL SERVICES	ACCOUNTING ASSISTANT II, ESS
CHS	EMPLOYMENT & SOCIAL SERVICES	ADMINISTRATIVE ASSISTANT II
CHS	EMPLOYMENT & SOCIAL SERVICES	CASE MANAGER, EMPLOYMENT & SOCIAL SERVICES
CHS	EMPLOYMENT & SOCIAL SERVICES	COMMUNITY NAVIGATOR
CHS	EMPLOYMENT & SOCIAL SERVICES	DIRECTOR, EMPLOYMENT & SOCIAL SERVICES
CHS	EMPLOYMENT & SOCIAL SERVICES	E&SS INTAKE WORKER
CHS	EMPLOYMENT & SOCIAL SERVICES	EMPLOYMENT & SOCIAL SERVICES ASSISTANT
CHS	EMPLOYMENT & SOCIAL SERVICES	EMPLOYMENT RESOURCE ADVISOR
CHS	EMPLOYMENT & SOCIAL SERVICES	EMPLOYMENT RESOURCE WORKER
CHS	EMPLOYMENT & SOCIAL SERVICES	FINANCIAL ANALYST, EMPLOYMENT & SOCIAL SERVICES
CHS	EMPLOYMENT & SOCIAL SERVICES	IT SERVICE TECHNICIAN
CHS	EMPLOYMENT & SOCIAL SERVICES	LOCAL SYSTEM SUPPORT
CHS	EMPLOYMENT & SOCIAL SERVICES	MANAGER, FINANCE/SYSTEM SUPPORT

Department	Division	Position
CHS	EMPLOYMENT & SOCIAL SERVICES	PROGRAM EVALUATOR
CHS	EMPLOYMENT & SOCIAL SERVICES	PROGRAM MANAGER, EMPLOYMENT & SOCIAL SERVICES
CHS	EMPLOYMENT & SOCIAL SERVICES	PROJECT MANAGER, WORKFORCE PLANNING BOARD
CHS	EMPLOYMENT & SOCIAL SERVICES	SUPERVISOR, ACCOUNTING & SYSTEMS SUPPORT
CHS	EMPLOYMENT & SOCIAL SERVICES	SUPERVISOR, EMPLOYMENT & SOCIAL SERVICES
CHS	HOUSING SERVICES	CASE MANAGER, HOUSING SERVICES
CHS	HOUSING SERVICES	COORDINATOR, HOUSING PLACEMENT
CHS	HOUSING SERVICES	DIRECTOR, HOUSING SERVICES
CHS	HOUSING SERVICES	FINANCIAL ANALYST, HOUSING SERVICES
CHS	HOUSING SERVICES	HOUSING BENEFITS ANALYST
CHS	HOUSING SERVICES	HOUSING CLAIMS ANALYST
CHS	HOUSING SERVICES	HOUSING SERVICES ASSISTANT
CHS	HOUSING SERVICES	MANAGER, TENANT RELATIONS
CHS	HOUSING SERVICES	PROGRAM MANAGER, HOUSING SERVICES
CHS	HOUSING SERVICES	TENANT RELATIONS ANALYST
CHS	LIBRARY SERVICES	ADMINISTRATIVE ASSISTANT I
CHS	LIBRARY SERVICES	ADMINISTRATIVE ASSISTANT III
CHS	LIBRARY SERVICES	CEO/CHIEF LIBRARIAN
CHS	LIBRARY SERVICES	MANAGER, MARKETING, OUTREACH & PROGRAMMING
CHS	LIBRARY SERVICES	MANAGER, PUBLIC SERVICES
CHS	LIBRARY SERVICES	MANAGER, SUPPORT SERVICES
CHS	PUBLIC HEALTH	CERTIFIED DENTAL ASSISTANT LEVEL 2
CHS	PUBLIC HEALTH	COMMUNICATION OUTREACH/PUBLIC RELATIONS OFFICER
CHS	PUBLIC HEALTH	COORDINATOR YOUTH ENGAGEMENT
CHS	PUBLIC HEALTH	COORDINATOR, STUDENT NUTRITION PROGRAM
CHS	PUBLIC HEALTH	DIETICIAN
CHS	PUBLIC HEALTH	DIRECTOR, PUBLIC HEALTH UNIT
CHS	PUBLIC HEALTH	HEALTH INSPECTOR
CHS	PUBLIC HEALTH	NUTRITIONIST
CHS	PUBLIC HEALTH	OUTREACH WORKER
CHS	PUBLIC HEALTH	PLANNING & EVALUATION SPECIALIST
CHS	PUBLIC HEALTH	TEST SHOPPER
CS	CUSTOMER SERVICES	ADMINISTRATIVE ASSISTANT I
CS	CUSTOMER SERVICES	CUSTOMER SERVICES REPRESENTATIVE - SERVICE ON
CS	CUSTOMER SERVICES	CUSTOMER SERVICES REPRESENTATIVE - TEAM LEAD
CS	CUSTOMER SERVICES	DIRECTOR, CUSTOMER SERVICES
CS	HROD	COORDINATOR, LABOUR RELATIONS
CS	HROD	EXECUTIVE ASSISTANT I
CS	HROD	GENERAL MANAGER, CORPORATE SERVICES/CHIEF HUMAN RESOURCES OFFICER
CS	HROD	HR CONSULTANT
CS	HROD	HUMAN RESOURCES GENERALIST
CS	HROD	LABOUR RELATIONS/OCCUPATIONAL SAFETY ANALYST
CS	HROD	MANAGER, HEALTH, SAFETY & WELLNESS
CS	HROD	MANAGER, HR STRATEGY & WORKPLACE CULTURE
CS	HROD	MANAGER, LABOUR RELATIONS
CS	HROD	MANAGER, LEARNING & ORGANIZATIONAL DEVELOPMENT
CS	HROD	MANAGER, PAYROLL/HRIS
CS	HROD	MANAGER, TALENT ACQUISITION & DEVELOPMENT
CS	HROD	MANAGER, TOTAL REWARDS
CS	HROD	PAYROLL ADMINISTRATOR
CS	HROD	RETURN TO WORK SPECIALIST
CS	HROD	SAFETY COMPLIANCE OFFICER
CS	HROD	TALENT ACQUISITION & DEVELOPMENT OFFICER
CS	HROD	TOTAL REWARDS ANALYST
CS	MUNICIPAL GOVERNANCE	COORDINATOR, COUNCIL
CS	MUNICIPAL GOVERNANCE	DIRECTOR, MUNICIPAL GOVERNANCE/CLERK
CS	MUNICIPAL GOVERNANCE	LICENSING ASSISTANT
CS	MUNICIPAL GOVERNANCE	MANAGER, LICENSING
CS	PROVINCIAL OFFENCES COURT	MANAGER, PROVINCIAL OFFENCES COURT
FBITT	BUDGET&PERFORMANCE SERVICES	BUDGET & PERFORMANCE ANALYST
FBITT	BUDGET&PERFORMANCE SERVICES	DIRECTOR, BUDGET & PERFORMANCE SERVICES
FBITT	FBIS ADMIN	EXECUTIVE ASSISTANT I
FBITT	FBIS ADMIN	GENERAL MANAGER, FBITT/CFO/TREASURER
FBITT	FINANCIAL SERVICES	ACCOUNTS PROCESSING ASSISTANT
FBITT	FINANCIAL SERVICES	ACCOUNTS PROCESSING ASSISTANT PT(AP/AR)
FBITT	FINANCIAL SERVICES	ADMINISTRATIVE ASSISTANT I
FBITT	FINANCIAL SERVICES	BUSINESS ANALYST (IT)
FBITT	FINANCIAL SERVICES	COLLECTIONS ASSISTANT

Department	Division	Position
FBITT	FINANCIAL SERVICES	DIRECTOR, FINANCIAL SERVICES
FBITT	FINANCIAL SERVICES	FINANCIAL ANALYST 1, CORPORATE ACCOUNTING
FBITT	FINANCIAL SERVICES	FINANCIAL ANALYST II
FBITT	FINANCIAL SERVICES	MANAGER, CORPORATE ACCOUNTING
FBITT	FINANCIAL SERVICES	MANAGER, REVENUE
FBITT	FINANCIAL SERVICES	PROJECT MANAGER, ITT
FBITT	FINANCIAL SERVICES	PURCHASING OFFICER
FBITT	FINANCIAL SERVICES	REVENUE ANALYST
FBITT	FINANCIAL SERVICES	SUPERVISOR, ACCOUNTS PAYABLE
FBITT	FINANCIAL SERVICES	SUPERVISOR, ACCOUNTS RECEIVABLE
FBITT	INFORMATION TECH & TRANSFORMTN	ADMINISTRATIVE ASSISTANT I
FBITT	INFORMATION TECH & TRANSFORMTN	APPLICATION ADMINISTRATOR
FBITT	INFORMATION TECH & TRANSFORMTN	APPLICATION INTEGRATION SPECIALIST
FBITT	INFORMATION TECH & TRANSFORMTN	BUSINESS ANALYST (IT)
FBITT	INFORMATION TECH & TRANSFORMTN	BUSINESS SOLUTIONS ANALYST
FBITT	INFORMATION TECH & TRANSFORMTN	COORDINATOR, DATA MANAGEMENT
FBITT	INFORMATION TECH & TRANSFORMTN	COORDINATOR, ITT SERVICE DESK
FBITT	INFORMATION TECH & TRANSFORMTN	DATABASE ADMINISTRATOR
FBITT	INFORMATION TECH & TRANSFORMTN	DIRECTOR, INFORMATION TECHNOLOGY & TRANSFORMATION
FBITT	INFORMATION TECH & TRANSFORMTN	GEOGRAPHIC INFORMATION SYSTEM ANALYST
FBITT	INFORMATION TECH & TRANSFORMTN	IT SERVICES TECHNICIAN
FBITT	INFORMATION TECH & TRANSFORMTN	IT SPECIALIST
FBITT	INFORMATION TECH & TRANSFORMTN	MANAGER, DATA & INTEGRATION
FBITT	INFORMATION TECH & TRANSFORMTN	MANAGER, INFRASTRUCTURE SERVICES
FBITT	INFORMATION TECH & TRANSFORMTN	MANAGER, PROJECT DELIVERY SERVICES
FBITT	INFORMATION TECH & TRANSFORMTN	MANAGER, SECURITY & RISK
FBITT	INFORMATION TECH & TRANSFORMTN	MANAGER, SERVICE MANAGEMENT
FBITT	INFORMATION TECH & TRANSFORMTN	MANAGER, SYSTEMS SUPPORT
FBITT	INFORMATION TECH & TRANSFORMTN	NETWORK ADMINISTRATOR
FBITT	INFORMATION TECH & TRANSFORMTN	NETWORK COMMUNICATIONS ANALYST
FBITT	INFORMATION TECH & TRANSFORMTN	PROJECT MANAGER, ITT
FBITT	INFORMATION TECH & TRANSFORMTN	SECURITY AND NETWORK ANALYST
FBITT	INFORMATION TECH & TRANSFORMTN	SHAREPOINT WEB DEVELOPER
FBITT	INFORMATION TECH & TRANSFORMTN	STUDENT IT SERVICE TECHNICIAN
FBITT	INFORMATION TECH & TRANSFORMTN	SUPERVISOR, INFORMATION SYSTEMS
FBITT	INFORMATION TECH & TRANSFORMTN	SUPERVISOR, IT SERVICE DELIVERY
FBITT	INFORMATION TECH & TRANSFORMTN	SYSTEMS ADMINISTRATOR
FBITT	INFORMATION TECH & TRANSFORMTN	WEB DESIGN & DEVELOPER
FBITT	INFORMATION TECH & TRANSFORMTN	WEB SYSTEMS ADMINISTRATOR
IES	DRAINAGE,ASSET & WASTE MGMT	ADMINISTRATIVE ASSISTANT I
IES	DRAINAGE,ASSET & WASTE MGMT	ADMINISTRATIVE ASSISTANT II
IES	DRAINAGE,ASSET & WASTE MGMT	HOUSING ASSISTANT
IES	DRAINAGE,ASSET & WASTE MGMT	COORDINATOR, BUILDING COMPLIANCE
IES	DRAINAGE,ASSET & WASTE MGMT	DIRECTOR, DRAINAGE, ASSET & WASTE MANAGEMENT
IES	DRAINAGE,ASSET & WASTE MGMT	DRAINAGE ANALYST
IES	DRAINAGE,ASSET & WASTE MGMT	DRAINAGE SUPERINTENDENT
IES	DRAINAGE,ASSET & WASTE MGMT	ENVIRONMENT CLIMATE CHANGE TECHNOLOGIST
IES	DRAINAGE,ASSET & WASTE MGMT	ENVIRONMENTAL SCIENTIST
IES	DRAINAGE,ASSET & WASTE MGMT	MANAGER, DRAINAGE SERVICES
IES	DRAINAGE,ASSET & WASTE MGMT	MANAGER, HOUSING ASSETS
IES	DRAINAGE,ASSET & WASTE MGMT	MANAGER, MUNICIPAL ASSETS
IES	DRAINAGE,ASSET & WASTE MGMT	MANAGER, WASTE AND RECYCLING
IES	ENGINEERING & TRANSPORTATION	ADMINISTRATIVE ASSISTANT I
IES	ENGINEERING & TRANSPORTATION	ADMINISTRATIVE ASSISTANT II
IES	ENGINEERING & TRANSPORTATION	ADMINISTRATIVE ASSISTANT III
IES	ENGINEERING & TRANSPORTATION	BUSINESS ANALYST (IT)
IES	ENGINEERING & TRANSPORTATION	DIRECTOR, ENGINEERING
IES	ENGINEERING & TRANSPORTATION	ENGINEERING TECHNOLOGIST I
IES	ENGINEERING & TRANSPORTATION	ENGINEERING TECHNOLOGIST II
IES	ENGINEERING & TRANSPORTATION	GEO INFO SYSTEMS TECHNOLOGIST
IES	ENGINEERING & TRANSPORTATION	MANAGER, ENGINEERING
IES	ENGINEERING & TRANSPORTATION	PROJECT MANAGER, TRANSIT
IES	IES ADMIN	EXECUTIVE ASSISTANT I
IES	IES ADMIN	GENERAL MANAGER, INFRASTRUCTURE & ENGINEERING SERVICES
IES	PARKS, RECREATION & CEMETERIES	ADMINISTRATIVE ASSISTANT II
IES	PARKS, RECREATION & CEMETERIES	ADMINISTRATIVE ASSISTANT III
IES	PARKS, RECREATION & CEMETERIES	COORDINATOR, ACTIVE TRANSPORTATION & SPECIAL EVENTS
IES	PARKS, RECREATION & CEMETERIES	DIRECTOR, PARKS, RECREATION & CEMETERIES

Department	Division	Position
IES	PARKS, RECREATION & CEMETERIES	BUSINESS SYSTEMS AND PLANNING ANALYST
IES	PARKS, RECREATION & CEMETERIES	FACILITIES ALLOCATION ASSISTANT
IES	PUBLIC WORKS	ADMINISTRATIVE ASSISTANT I
IES	PUBLIC WORKS	ADMINISTRATIVE ASSISTANT II
IES	PUBLIC WORKS	ADMINISTRATIVE ASSISTANT III
IES	PUBLIC WORKS	DIRECTOR, PUBLIC WORKS
IES	PUBLIC WORKS	MANAGER, PUBLIC WORKS NORTH/SOUTH
PUC	WATER & WASTEWATER SERVICES	ADMINISTRATIVE ASSISTANT II
PUC	WATER & WASTEWATER SERVICES	DIRECTOR, ENGINEERING & COMPLIANCE
PUC	WATER & WASTEWATER SERVICES	DIRECTOR, W/WW OPERATIONS
PUC	WATER & WASTEWATER SERVICES	ENGINEERING TECHNOLOGIST I
PUC	WATER & WASTEWATER SERVICES	ENGINEERING TECHNOLOGIST II
PUC	WATER & WASTEWATER SERVICES	ENVIRONMENTAL COMPLIANCE TECHNICIAN
PUC	WATER & WASTEWATER SERVICES	EXECUTIVE ASSISTANT I
PUC	WATER & WASTEWATER SERVICES	GENERAL MANAGER, PUC
PUC	WATER & WASTEWATER SERVICES	GEO INFO SYSTEMS TECHNOLOGIST
PUC	WATER & WASTEWATER SERVICES	MANAGER, COMPLIANCE AND QUALITY
PUC	WATER & WASTEWATER SERVICES	MANAGER, OPERATIONS
PUC	WATER & WASTEWATER SERVICES	PROJECT ENGINEER
PUC	WATER & WASTEWATER SERVICES	QUALITY MANAGEMENT REPRESENTATIVE
PUC	WATER & WASTEWATER SERVICES	SUPERVISOR, COMPLIANCE & QUALITY STANDARDS
PUC	WATER & WASTEWATER SERVICES	TECHNICIAN SCADA