

PUB (MPI) 2-25

Volume:	PUB/MPI I-30 Attachment	Page No.:	
Topic:	Expenses		
Sub Topic:			
Issue:	Staffing Levels		

Preamble: MPI's forecasts of staffing levels appear to be overstated when compared to actual staffing levels in each of the last five years.

Question:

- a) Please confirm that the staffing budget provided in the analysis represents that used in establishing the rates for each of those respective years. If not, please provide a comparison of the forecast in the respective application rating year with actual.
- b) Please indicate the extent to which the variance between forecast and actual is representative of payroll costs.
- c) Please provide the same analysis as in PUB/MPI I-30 for total corporate staffing levels.
- d) Please provide the detail of the staffing budget by category for the 1,898 FTE for 2015/16.
- e) Given the actual staffing level for 2014/15 was 1,874.8, please indicate whether the forecast staffing level for 2015/16 needs to be adjusted, and if so, by how much.

Rationale for Question:

To understand actual and forecast changes in staffing levels.

RESPONSE:

- a) Confirmed.

- b) The forecasted staffing budget is higher than the last five year actual results due to the inclusion of a vacancy allowance.

- c) Please refer to attachment.

- d) Please refer to attachment.

- e) The actual FTE counts are continually lower than forecast due to forecasted staffing levels being represented without the vacancy allowance adjustment. The vacancy allowance is however applied against the salary expenses used to prepare the 2015/16 budget. Please refer to Vol II Expenses page 17 for a 5-year historical table of actual vs. budget staffing and discussion on vacancy allowance.

CORPORATE STAFFING LEVELS

AVERAGE ACTUAL STAFF IN 2010/2011							
CATEGORY	2010/11 Total Staff Actuals (FTE)						
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	Total
Management	35.9	38.2	26.0	11.6	10.0	20.8	142.4
Supervisory	68.9	22.6	22.6	-	-	5.7	119.8
Technical/Professional	276.0	328.2	169.6	45.2	9.9	107.3	936.2
Clerical	393.7	94.0	129.1	13.8	1.0	41.4	673.0
Total	774.5	483.0	347.3	70.6	20.9	175.2	1,871.4
STAFFING BUDGET IN 2010/2011							
CATEGORY	2010/11 Total Budget (FTE)						
	Service Operations	Business Innovations & Insur. Ops.	Claims Ops & Service Delivery	Finance	Management Committee & Internal Audit	Community & Corporate Relations	Total
Management	36.0	44.3	28.0	13.0	11.0	22.0	154.3
Supervisory	68.0	35.2	20.0	-	-	2.0	125.2
Technical/Professional	278.1	367.7	173.4	48.0	9.0	99.9	976.1
Clerical	379.1	118.2	137.7	15.3	1.0	24.8	676.1
Total	761.2	565.4	359.1	76.3	21.0	148.7	1,931.7
COMPARISON ACTUAL VS. BUDGET 2010/2011							
CATEGORY	2010/11 variance from budget to actuals (FTE)						
	Service Operations	Business Innovations & Insur. Ops.	Claims Ops & Service Delivery	Finance	Management Committee & Internal Audit	Community & Corporate Relations	Total
Management	(0.1)	(6.1)	(2.0)	(1.4)	(1.0)	(1.4)	(11.9)
Supervisory	0.9	(12.6)	2.6	-	-	3.7	(5.4)
Technical/Professional	(2.1)	(39.5)	(3.8)	(2.8)	0.9	7.4	(39.9)
Clerical	14.6	(24.2)	(8.6)	(1.5)	-	16.6	(3.1)
Total	13.3	(82.4)	(11.8)	(5.7)	(0.1)	26.4	(60.3)
<p>Explanation of variance: Actual FTE counts were less than budget due to active Management of vacancies to control costs. Variances within divisions represent in year reorganization.</p>							

CORPORATE STAFFING LEVELS

AVERAGE ACTUAL STAFF IN 2011/2012							
CATEGORY	2011/12 Total Staff Actuals (FTE)						Total
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	
Management	50.1	41.0	22.8	11.2	9.9	23.8	158.8
Supervisory	79.8	7.0	16.7	-	-	5.3	108.8
Technical/Professional	420.3	213.8	154.4	46.1	10.9	119.9	965.4
Clerical	463.0	25.2	100.4	14.8	1.0	40.9	645.3
Total	1,013.2	287.0	294.3	72.1	21.8	189.9	1,878.3
STAFFING BUDGET IN 2011/2012							
CATEGORY	2011/12 Total Budget (FTE)						Total
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	
Management	50.0	42.0	25.0	13.0	10.0	25.0	165.0
Supervisory	97.0	8.0	17.0	-	-	6.0	128.0
Technical/Professional	390.7	267.5	167.1	48.0	9.0	117.8	1,000.1
Clerical	465.6	29.0	107.7	15.3	1.0	41.0	659.6
Total	1,003.3	346.5	316.8	76.3	20.0	189.8	1,952.7
COMPARISON ACTUAL VS. BUDGET 2011/2012							
CATEGORY	2011/12 variance from budget to actuals (FTE)						Total
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	
Management	0.1	(1.0)	(2.2)	(1.8)	(0.1)	(1.2)	(6.2)
Supervisory	(17.2)	(1.0)	(0.3)	-	-	(0.7)	(19.2)
Technical/Professional	29.6	(53.7)	(12.7)	(1.9)	1.9	2.1	(34.7)
Clerical	(2.6)	(3.8)	(7.3)	(0.5)	-	(0.1)	(14.3)
Total	9.9	(59.5)	(22.5)	(4.2)	1.8	1.1	(74.4)
Explanation of variance: Actual FTE counts were less than budget due to active Management of vacancies to control costs. In addition, within the Strategy & Innovation division, activity that was budgeted to occur with internal staff was delayed and/or completed by the use of consultants.							

CORPORATE STAFFING LEVELS

AVERAGE ACTUAL STAFF IN 2012/2013							
CATEGORY	2012/13 Total Staff Actuals (FTE)						
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	Total
Management	52.4	39.3	12.0	12.9	9.3	29.5	155.4
Supervisory	81.6	7.8	7.2	1.0	-	10.2	107.8
Technical/Professional	457.2	241.6	79.2	62.8	11.7	158.7	1,011.2
Clerical	462.4	31.6	52.5	18.5	1.0	71.5	637.5
Total	1,053.6	320.2	150.9	95.2	22.0	269.9	1,911.8
STAFFING BUDGET IN 2012/2013							
CATEGORY	2012/13 Total Budget (FTE)						
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	Total
Management	52.0	39.0	27.0	12.0	10.0	25.0	165.0
Supervisory	93.0	8.0	16.0	-	-	5.0	122.0
Technical/Professional	406.5	289.3	164.5	50.0	10.0	121.8	1,042.1
Clerical	457.8	25.3	103.3	15.3	1.0	40.0	642.7
Total	1,009.3	361.6	310.8	77.3	21.0	191.8	1,971.8
COMPARISON ACTUAL VS. BUDGET 2012/2013							
CATEGORY	2012/13 variance from budget to actuals (FTE)						
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	Total
Management	0.4	0.3	(15.0)	0.9	(0.7)	4.5	(9.7)
Supervisory	(11.4)	(0.2)	(8.8)	1.0	-	5.2	(14.2)
Technical/Professional	50.7	(47.7)	(85.3)	12.8	1.7	36.9	(30.9)
Clerical	4.6	6.3	(50.8)	3.2	-	31.5	(5.2)
Total	44.3	(41.4)	(159.9)	17.9	1.0	78.1	(60.0)
<p>Explanation of variance: Actual FTE counts were less than budget due to active management of vacancies to control costs. Variances within divisions represent in year reorganization. During 2012/13 the Claims Control and Safety Operations Division was dissolved and various departments moved to mainly Service Operations and Community and Corporate Relations.</p>							

CORPORATE STAFFING LEVELS

AVERAGE ACTUAL STAFF IN 2013/2014							
CATEGORY	2013/14 Total Staff Actuals (FTE)						
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	Total
Management	58.5	36.3	-	16.1	8.1	36.6	155.6
Supervisory	108.0	6.0	-	1.0	-	12.0	127.0
Technical/Professional	481.9	256.0	-	82.2	12.1	181.5	1,013.7
Clerical	446.4	34.3	-	28.3	1.0	99.0	609.0
Total	1,094.8	332.6	-	127.6	21.2	329.1	1,905.3
STAFFING BUDGET IN 2013/2014							
CATEGORY	2013/14 Total Budget (FTE)						
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	Total
Management	61.0	44.0	-	16.0	10.0	33.0	164.0
Supervisory	111.0	8.0	-	3.0	-	13.0	135.0
Technical/Professional	459.9	274.7	-	84.5	10.0	197.2	1,026.3
Clerical	466.6	29.3	-	26.3	1.0	102.7	625.9
Total	1,098.5	356.0	-	129.8	21.0	345.9	1,951.2
COMPARISON ACTUAL VS. BUDGET 2013/2014							
CATEGORY	2013/14 variance from budget to actuals (FTE)						
	Service Operations	Strategy & Innovation	Claims Control & Safety Ops	Finance	Management Committee & Internal Audit	Community & Corporate Relations	Total
Management	(2.5)	(7.7)	-	0.1	(1.9)	3.6	(8.4)
Supervisory	(3.0)	(2.0)	-	(2.0)	-	(1.0)	(8.0)
Technical/Professional	22.0	(18.7)	-	(2.3)	2.1	(15.7)	(12.6)
Clerical	(20.2)	5.0	-	2.0	-	(3.7)	(16.9)
Total	(3.7)	(23.4)	-	(2.2)	0.2	(16.8)	(45.9)
Explanation of variance: Actual FTE counts were less than budget due to active management of vacancies to control costs and less use of internal staff.							

CORPORATE STAFFING LEVELS

AVERAGE ACTUAL STAFF IN 2014/2015								
CATEGORY	2014/15 Total Staff Actuals (FTE)							
	Customer Service	Business Development & Communication	Human Resources	Finance	Management, Internal Audit & Regulatory	General Counsel	IT & BT	Total
Management	61.9	29.7	6.1	23.7	13.4	2.0	27.2	164.0
Supervisory	125.9	6.7	-	1.0	-	1.0	5.6	140.2
Technical/Professional	505.2	126.0	33.6	92.7	9.5	19.2	213.6	999.8
Clerical	478.6	44.1	-	35.0	1.0	6.9	15.8	581.4
Total	1,171.6	206.5	39.7	152.4	23.9	29.1	262.2	1,885.4
STAFFING BUDGET IN 2014/2015								
CATEGORY	2014/15 Total Budget (FTE)							
	Customer Service	Business Development & Communication	Human Resources	Finance	Management, Internal Audit & Regulatory	General Counsel	IT & BT	Total
Management	64.0	32.0	6.0	24.0	10.0	2.0	32.0	169.0
Supervisory	120.0	8.0	-	1.0	-	1.0	3.0	133.0
Technical/Professional	506.4	123.0	35.4	93.0	10.0	18.8	245.7	1,032.9
Clerical	498.0	49.6	3.0	37.8	1.0	6.0	13.5	609.3
Total	1,188.4	212.6	44.4	155.8	21.0	27.8	294.2	1,944.2
COMPARISON ACTUAL VS. BUDGET 2014/2015								
CATEGORY	2014/15 variance from budget to actuals (FTE)							
	Customer Service	Business Development & Communication	Human Resources	Finance	Management, Internal Audit & Regulatory	General Counsel	IT & BT	Total
Management	(2.1)	(2.3)	0.1	(0.3)	3.4	-	(4.8)	(5.0)
Supervisory	5.9	(1.3)	-	-	-	-	2.6	7.2
Technical/Professional	(1.2)	3.0	(1.8)	(0.3)	(0.5)	0.4	(32.1)	(33.1)
Clerical	(19.4)	(5.5)	(3.0)	(2.8)	-	0.9	2.3	(27.9)
Total	(16.8)	(6.1)	(4.7)	(3.4)	2.9	1.3	(32.0)	(58.8)
<p>Explanation of variance: Actual FTE counts were less than budget due to active management of vacancies to control costs. *due to reorganization occurring in June /2014 average actual counts represent a 9 month average</p>								

NORMAL OPERATIONS STAFFING LEVELS

STAFFING BUDGET IN 2015/2016								
CATEGORY	2015/16 Total Budget (FTE)							
	Customer Service	Business Development & Communications	Human Resources	Finance	Management, Internal Audit & Regulatory	General Counsel	IT & BT	Total
Management	62.0	27.0	6.0	23.0	10.0	2.0	31.0	161.0
Supervisory	118.0	9.0	-	1.0	-	1.0	3.0	132.0
Technical/Professional	484.4	145.0	35.4	95.0	10.0	18.8	224.2	1,012.8
Clerical	477.7	55.9	3.0	37.8	1.0	4.0	13.5	592.9
Total	1,142.1	236.9	44.4	156.8	21.0	25.8	271.7	1,898.7
IMPROVEMENT INITIATIVE STAFFING LEVELS								
CATEGORY	2015/16 Total Budget (FTE)							
	Customer Service	Business Development & Communications	Human Resources	Finance	Management, Internal Audit & Regulatory	General Counsel	IT & BT	Total
Management	-	-	-	-	-	-	-	-
Supervisory	-	-	-	-	-	-	-	-
Technical/Professional	-	-	-	-	-	-	12.5	12.5
Clerical	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	12.5	12.5
CORPORATE STAFFING LEVELS								
CATEGORY	2015/16 Total Budget (FTE)							
	Customer Service	Business Development & Communications	Human Resources	Finance	Management, Internal Audit & Regulatory	General Counsel	IT & BT	Total
Management	62.0	27.0	6.0	23.0	10.0	2.0	31.0	161.0
Supervisory	118.0	9.0	-	1.0	-	1.0	3.0	132.0
Technical/Professional	484.4	145.0	35.4	95.0	10.0	18.8	236.7	1,025.3
Clerical	477.7	55.9	3.0	37.8	1.0	4.0	13.5	592.9
Total	1,142.1	236.9	44.4	156.8	21.0	25.8	284.2	1,911.2