

Supplementary Budget – Briefing Note

2020 Budget

Lifeguard Recruitment and Retention

Briefing Note required for:

-items >\$50,000

-changes in FTE

Dept.	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
CHS	CALS	12312	Recruitment & Retention Package for Lifeguards/ Instructors – Wages and Labour Burden	B	\$54,561	0

Background:

The recruitment and retention of lifeguards has been identified as a provincial issue for several years. Chatham-Kent's trend started in 2016 and impacted the communities of Dresden, Thamesville and Chatham – outdoor pool operations were reduced from 7 days/week to 6 days/week. In 2019, all 7 outdoor pools in Chatham-Kent were reduced to 6 days/week for the summer season.

Additionally, upfront certification and bi-annual re-certification costs are a substantial investment and have become a deterrent and a barrier in recruiting and retaining qualified lifeguards.

- Initial certification cost for lifeguard/instructor = \$1,300
- Time commitment to complete courses = 160+ hours (unpaid)
- Recertification costs every 2 years = \$350
- Recertification for a lifeguard/instructor is approximately 16 hours unpaid in addition to the expense of the course.

Minimum Wage Increase & Impact.

As the minimum wage increased and closed the gap of what lifeguards are paid in comparison to other student positions (most of which have lesser responsibilities than lifeguards), this has resulted in a lack of lifeguards available to operate our 2 indoor and 7 outdoor pools at full capacity.

With minimum wage increasing to \$14/hr in 2018– these individuals are making the choice to work in other business areas within Chatham-Kent. (Tim Hortons, retail, grocery stores, etc) with less responsibility, less initial cost and less training time investment.

Summary of Minimum Wage vs Lifeguard Wages

Yr.	Min. Wage	Lifeguard Part-time	Lifeguard Summer Student	Pool Supervisor Summer Student
2013	\$ 10.25	\$ 15.69	\$ 14.50	\$ 16.50
2017	\$ 11.40	\$ 16.47	\$ 14.50	\$ 16.50
2018	\$ 14.00	\$ 16.72	\$ 16.72	\$ 18.00
2019	\$ 14.00	\$ 17.02	\$ 17.02	\$ 18.00

Pilot Incentive Bonus

In 2018 & 2019, a pilot wage incentive was implemented to offer students up to \$500 if they worked all scheduled shifts. The pilot served as a temporary solution but did not address the underlying issue of the disparity in the wage compared to the investment and responsibility of the position.

Background:**2019 Summer Survey**

Summer 2019, a survey of all 48 lifeguards/instructors was conducted to help determine what the top drivers were to recruit/retain lifeguards/instructors within the Municipality of Chatham-Kent.

42 of 48 lifeguards responded with the following top 4 drivers:

1. Increased wages
2. Free re-certifications
3. Bathing suit allowance
4. Free uniform

Municipal Comparator Information:

Information collected by Human Resources – Lifeguard/Instructor and Pool Supervisor

Comparator	Job Minimum	Job Maximum	Incentives
Chatham-Kent	\$ 16.34	\$ 17.02	Incentive bonus up to \$500 implemented summer 2018/2019
Kingston	\$ 15.95	\$ 15.95	None
Kitchener	\$ 15.19	\$ 15.94	None (considering paying for recertifications)
Lakeshore	\$ 19.80	\$ 19.80	Swim suits and Employee Assistance Program
LaSalle	\$ 16.50	\$ 19.00	None
Leamington	\$ 18.00	\$ 18.00	None
Sudbury	\$ 22.89	\$ 26.43	1 sweat suit per year 2 tank tops per year \$150 for qualified staff who wear a bathing suit on daily basis (Perm FT)
Tecumseh	\$ 18.23	\$ 18.23	None
Windsor	\$ 16.78	\$ 19.24	2 bathing suits per year 1 t-shirt per year 1 sweat shirt per year
YMCA (CK)	\$ 14.00	\$ 14.00	None (Aquatic Wages currently under review)
50th Percentile	\$ 16.64	\$ 18.12	
CK Rate	-\$ 0.30	-\$ 1.10	

Comment:

The budget request includes the following (table split for accessibility):

Proposed Wage Increase:**Lifeguard/Instructor**

Step	Current	Proposed
1	\$15.66	
2	\$16.34	\$18.00
3	\$17.02	\$19.00

Pool Supervisor

Step	Current	Proposed
1	\$17.00	
2	\$17.50	\$19.50
3	\$18.00	\$20.50

Wage Expense = \$48,499

Labour Burden = \$ 6,062

Total Wages = \$54,561

Comment:

A related supplementary request of \$16,609 is being made to fund the recertifications and provide a clothing allowance in 2020. It is recommended that this is funded from the Ministry of Children, Community and Social Services National Child Benefit funding.