

# Corporate Policies

SECTION: RECRUITMENT		POLICY 3.1.0
SUBJECT: Staffing Complement - Under Review		
EFFECTIVE : Jan 16 04	REPLACES: Policy 3.1.0, dated Oct 16 02	PAGE: 1 of 6
APPROVED BY: Council CW062-2004	PROCEDURES REVISED BY:	DATE:

## **POLICY STATEMENT:**

The Corporation shall establish an annual staffing complement as part of its annual business planning and budgetary processes to meet the service and program needs of the City. The staffing complement shall determine the Corporation's annual staffing requirements by Department, Division and job classification.

## **PURPOSE:**

To attract, retain and develop the best qualified employees to meet the staffing requirements of the Corporation.

## **SCOPE:**

All employees and individuals seeking employment.

## **PROCEDURE:**

- 1. Three Categories Of Vacancies**
- 2. Corporate Vacant Complement Pool**
- 3. Responsibilities Of The Senior Management Team**
- 4. Responsibilities Of The Human Resources Division**
- 5. Responsibilities Of The Hiring Manager**

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## 1. THREE CATEGORIES OF VACANCIES

### a) **Approved Additions to Complement through the Annual Budget Process**

The department identifies new staffing requirements proposed as part of its budget submission and forwards to Human Resources:

- New Staff Request Justification including a description of the job duties and responsibilities;
- Organization Chart depicting the reporting structure showing reporting relationships upwards and downwards.

Human Resources reviews to determine:

- Employee group;
- Grade and salary range; and
- If further sign offs are required (e.g.. Information Technology positions sign off from CIO or designate)

HR forwards the results to the department.

The department forwards all of the budget submission information identified above to Financial Planning as part of its annual budget submission.

Upon budget approval, the following documentation is forwarded by the department to the Human Resources Advisor:

- Request for Personnel with all signed off authorizations
- All signed authorizations;
- New Staff Request Justification from Budget;
- New organization chart from budget;
- Job Information Questionnaire (JIQ) if required; and,
- A list indicating the hiring priority.

A JIQ is required when the position is new or an existing position's duties have been fundamentally changed. See ***Job Evaluation Policy 6.2.0.***

Human Resources will advise Financial Planning of the hire date.

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## b) Previously Approved Complement

- The department reviews the job description to ensure accuracy and discusses with Human Resources if the position has fundamentally changed. See ***Job Evaluation Policy 6.2.0***.
- If the job evaluation results in the position being placed in a higher category, the department will identify the additional funding to Financial Planning for sign off.
- Upon sign off, Financial Planning will forward the completed and authorized Request for Personnel to Human Resources.

## c) Accessing the Corporate Vacant Complement Pool

The department identifies an urgent need for additional complement outside the budget process. Department completes and forwards to Human Resources:

- New Staff Request Justification including a description of the job duties and responsibilities; and,
- Organization chart depicting the reporting structure, showing reporting relationships upwards and downwards.

Human Resources reviews to determine:

- Employee group;
- Grade and salary range; and
- If further sign offs are required (e.g. Information Technology positions require sign off from CIO or designate)

HR forwards the results to the department.

The department forwards:

- The New Staff Request Justification indicating the proposed funding source to Financial Planning. (e.g. funds from contingency fund or capital project funding); and,
- The source of complement (e.g. complement from the Corporate Vacant Complement Pool)

Financial Planning confirms the availability of funds.

The Operating Department refers all of the information identified above to the City Manager for approval.

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The department forwards the approved position to the Human Resources Advisor with:

- Request for Personnel and all signed authorizations;
- New Staff Request Justification from budget; and
- Job Information Questionnaire (JIQ) if required.

A JIQ is required when the position is new or an existing job where the duties have been fundamentally changed. See ***Job Evaluation Policy 6.2.0***.

Human Resources will advise Financial Planning of the hire date.

## 2. CORPORATE VACANT COMPLEMENT POOL

### a) **Unfunded Vacancies**

**Definition:** Positions are in complement, that have been vacant for two or more budget cycles.

The Corporate Vacant Complement Pool consists of unfunded positions transferred from department complements. These positions have been identified by the following criteria:

- Position has been vacant for two budget cycles;
- Funds have been utilized for another purpose; and/or,
- Funds have not been carried forward to the following budget year; and/or
- There are no foreseeable plans for the position.

#### **Process:**

- Human resources will identify for each Department all positions that have been vacant for two budget cycles;
- Department Heads will review the list and provide either the rationale for remaining unfilled or confirmation of position(s) to be deleted to the City Manager; and
- Senior Management Team will inform Human Resources of the unfilled positions to be transferred to the Corporate Vacant Complement Pool

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### **3. RESPONSIBILITIES OF THE SENIOR MANAGEMENT TEAM**

#### **a) Establishment and Approval of Staffing Plans**

- i. On an annual basis, in conjunction with the annual budget approval process, the Senior Management Team will establish the process for developing annual staffing plans and shall subsequently recommend the individual departmental staffing plans for the up coming budget year to Council.
- ii. Staffing Plans will drive the recruiting activities throughout the year and will include, at a minimum the following information:
  - **Complement Positions** by Job Title, Job Classification and Annual Salary;
  - **Approved Additions to Complement** by Job Title, Job Classification, Annual Salary, and Proposed Hire Date.

#### **b) Monitoring and Maintenance of Staffing Plans**

Upon Council approval of the annual Staffing Plans, the plans become the joint responsibility of the Corporation's Human Resources Division and the operating departments. Both areas have the accountability for the integrity and timeliness of the information.

#### **c) Amendments to the Approved Staffing Plan**

The City Manager reserves the right to amend the approved plan throughout the fiscal year, as is deemed necessary.

### **4. RESPONSIBILITIES OF THE HUMAN RESOURCES DIVISION**

There are three primary stakeholders in the Corporation's Staffing Plan, namely:

- The Senior Management Team;
- The Human Resources Division; and
- The Hiring Managers.

The Human Resources Division is responsible for:

- a) Ensuring fair and consistent application of the recruitment policies across the Corporation;
- b) Providing staffing consultation on an ongoing basis to Hiring Managers at all levels across the Corporation;

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- c) Providing accurate and timely information with regard to staffing activities across the Corporation; and
- d) Identifying any areas of concern with regard to staffing and provide advice and guidance as to how to remedy.

## **5. RESPONSIBILITIES OF THE HIRING MANAGER**

### **a) Complement Positions**

- i. Determine that the position should be filled and initiate the process for hiring.
- ii. Hiring procedures are to be followed as outlined in Policy 3.4 Recruitment – Job Posting and Advertising

### **b) Approved Additions to Complement**

- iii. Obtain the required approval for the additional position from the City Manager or designate.

## **ACCOUNTABILITY:**

The Senior Management team shall approve all departmental staffing plans on an annual basis. Individual managers/supervisors shall prepare annual staffing plan for their respective department in accordance with the established process for approval by the Senior Management team. In collaboration with the Human Resources Division, managers/supervisors are responsible for maintaining appropriate and qualified staffing levels in accordance with their annual staffing plan. The Human Resources Division will assist the departments in fulfilling their staffing requirements.

## **ADMINISTRATION:**

Human Resources Division, City of Brampton, 2 Wellington St. West, Brampton, Ontario L6Y 4R2

## **CONTACT:**

Human Resources Advisor, Human Resources Division.