

# Town of Greater Napanee

## Staffing Complement Control Policy



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Revised Date:		Resolution #	
Review Scheduled:	Per Council Term		
Department:	Human Resources	Contact:	HR Manager
Approval Authority:	Council	Policy No.	HR-2025-04

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### 1. Introduction

The Town is committed to maintaining an optimal staffing complement that supports efficient service delivery, fiscal responsibility, and organizational effectiveness.

### 2. Purpose

The purpose of this policy is to ensure effective management and control of the staffing complement within the municipality, respecting the authority of Council and aligning with budgetary constraints, operational needs, and strategic goals.

### 3. Scope

This policy applies to all departments and employees within the municipality.

### 4. Definitions

- **Staffing Complement:** The total number of approved positions within the municipality, including full-time, part-time, temporary, and contract positions.
- **Vacancy:** An unoccupied position within the approved staffing complement.
- **Complement Control:** The process of managing and regulating the number, type and level of positions within the staffing complement.

### 5. Responsibilities

- **Council:** Approves changes to the staffing complement with respect to the creation new positions (headcount), including the upgrading of positions that impact overall budget and restructuring that has a material impact on service levels.
- **CAO:** Has the overall authority and responsibility to appoint, promote, demote or dismiss any non-union employees of the Corporation below the level of General Manager or without a statutory appointment in accordance with the policies and

procedures of the Corporation and in accordance with the lines of authority defined in the organizational structure, and to notify Council of such actions as per the CAO By-law.

Maintains authority to move positions within the organization to promote and maintain efficiency (minor restructuring), and sets and oversees work priorities for all staff.

- **Human Resources Department:** Manages the staffing complement, oversees vacancy management, and ensures compliance with this policy.
- **Finance Department:** Evaluates the financial impact of staffing changes and ensures budget alignment.
- **Department Heads:** Assess staffing needs, submit requests for changes, and ensures compliance within their departments.

## 6. Policy

### **Staffing Complement Approval:**

- Departments must submit a detailed justification for any proposed changes to the staffing complement to Human Resources and the Chief Administrative Officer, including the impact on service delivery and budget.
- All new positions and amendments to existing positions that result in changes to compensation levels of must be approved by Council.

### **Adjusting Current Staffing Compliment:**

- Should a manager deem the need to adjust a current position within the staffing complement (change title, increase job duties, removing a position, etc) the department head must submit a detailed justification for the proposed change to the individual role to Human Resources and the Chief Administrative Officer, including the impact on service delivery and budget. Changes that do not result in a change in compensation level or material impact on service levels may be approved by the Chief Administrative Officer. Changes that have a material impact on service levels or the overall level of compensation must be approved by Town Council.
- Should an employee feel they are being asked to work outside of their current job description they may submit a detailed report, inclusive of a comparison of areas of concern and how they compare with their approved job description, on what they are being asked to complete outside of their current role. This report will be reviewed by Human

Resources and the department management. The result will either be to reduce the role to fit within the current job description or used as part of the justification to review the departmental needs and staffing complement. Should the review result in changes to overall compensation levels or have a material impact on services levels, those changes must be approved by Town Council.

**Vacancy Management:**

- Vacancies must be reviewed and approved by the Human Resources Department before initiating the recruitment process.
- Departments must assess the necessity of filling a vacancy, considering alternative solutions such as reallocation of duties or temporary assignments.

**Budget Alignment:**

- Staffing levels must align with the approved municipal budget.
- Any changes to the staffing complement must be evaluated for their financial impact and approved by the Finance Department.

**Monitoring and Reporting:**

- The Human Resources Department will maintain an up-to-date record of the staffing complement and report any changes to the Town Council on a quarterly basis.
- The Human Resources Department will provide Council with informational emails at the time of any change.
- Departments must provide regular updates on staffing levels and any anticipated changes to Human Resources

**7. Enforcement**

- All departments must comply with this policy and any related procedures.
- Non-compliance may result in disciplinary action, up to and including termination of employment.

**Review and Amendments:**

This policy will be reviewed annually and amended as necessary to ensure its effectiveness and alignment with municipal goals.

**Revision History**

Date	Number	Description
Feb 11, 2025	HR-2025-04	NEW