

Date: September 27, 2021

To: Chair and Members of Budget Committee

From: Shari Lichterman, CPA, CMA, Commissioner of  
Corporate Services and Chief Financial Officer

Originator's files:

Meeting date:  
October 6, 2021

## **Subject**

### **2021 Complement Adjustments**

## **Recommendation**

1. That the report entitled "2021 Complement Adjustments" from the Commissioner of Corporate Services and Chief Financial Officer dated September 27, 2021 be received.
2. That effective November 1, 2021 a total of 15 contract positions be adjusted to permanent full time status, as shown in Appendix 1 – 2021 Complement Adjustments.

## **Background**

To accommodate workload, several business units across the corporation have been relying on contract staff for several years to deliver what has become a normal volume of work. Many of these staff are funded from multi-year capital projects, and are able to continue working with the City on other upcoming or ongoing projects as their original assignments end. This reduces turnover and the cost of recruitment as new projects are approved that require staffing.

These complement adjustments will maintain current service levels, create workforce stability and mitigate business continuity issues and operational risks.

Staff in contract positions that are renewed, such that they accumulate service with the City, have the same right to Employment Standards and Common Law notice of termination and severance as those in permanent positions.

## **Comments**

The concept of hiring contract staff was to manage special projects and/or temporary spikes in volume of work. However some business units are now managing what has become a normal workload through continuous use of contract staff. Reliance on contract staff to deliver core business creates operational risks.

The areas affected by these changes are as follows:

- Contract positions in Human Resources: support for continued rollout of Success Factor modules and other technology tools including covid screening require ongoing staffing.
- Contract position in Communications: a position needed for ongoing work and maintenance of the City's website and the modernization of all related pages.
- Contract positions in Information Technology: these capital funded positions have been filled by staff whose skill set can be used for ongoing and future projects, funded by those capital budgets.

## Financial Impact

There is no impact on the 2022 budget as these positions are funded.

## Conclusion

An annual review is conducted to assess the status of longer-term contract staff. This review has determined that there are a number of positions that should be converted to permanent, based on ongoing and future projects. This will provide continuity and retention of quality staff on key City initiatives.

## Attachments

Appendix 1: 2021 Complement Adjustments



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Shari Lichterman, CPA, CMA, Commissioner of Corporate Services and Chief Financial Officer

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