



## Complement Process and Update Protocol

Prepared by Human Resources and Strategic Business Planning and Performance

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## Summary

Staff resources are the largest investment TRCA makes in delivering programs and services. In order to manage the financial impact of these resources in an effective and efficient manner, a corporate complement control process and update protocol has been developed.

The purpose of this process is to ensure that TRCA staff have appropriate authority and flexibility to manage complement to ensure programs and services are delivered in an effective and efficient manner. TRCA has grown and is in need of the administration and reporting of the complement, including organizational structures, jobs and cost centre assignments, as well as the tracking of vacancies and the impact on positions throughout the year of the funding status (capital vs. operating) and of funding-related changes (e.g., downsizing programs, re-organizations, re-evaluations, pay equity, job and wage grade harmonization).

## COMPLEMENT PROCESS AND TIMELINES

The intention of the complement review and approval process is to align business planning with financial sustainability and staffing needs for the upcoming year and should occur only once for the upcoming year. All SLT members are to work with their teams to ensure business plans are ready for the complement/budget process, to support the workforce planning for complement and funding approvals for the upcoming calendar year. HR is the owner of TRCA's complement; SBPP is responsible for ensuring the complement is reflected correctly within TRCA's annual budget and confirming funding for proposed changes to the complement. Divisional Directors are responsible for ensuring their complement is regularly reviewed, hiring aligns with the complement, and complement is reviewed with their HRBP and SBPP representative on a regularly basis throughout the year.

Data for complement file is sourced directly from Ceridian and finance's budget systems.

### Complement includes:

Category	Definition	Authorization Required	Allowable In-Year Change
<b>New Position(s) Permanent</b>	Requesting a new permanent position (any classification) that does not exist in your divisional complement  <i>Please note: Approval of new positions occurs annually in October as part of the complement/budget approval</i>	<ul style="list-style-type: none"> <li>• Divisional Director</li> <li>• SBPP and HR consultation and concurrence</li> <li>• Senior Leadership Team approval</li> </ul>	No
<b>New Position(s) Non-Permanent (temporary)</b>	Requesting a new non-permanent (temporary) position that does not exist in your approved divisional complement.  <i>Please note: Complement of more than 6 months but less than 11 months. Every effort should be made to ensure these requests are including in the annual complement/budget review and approval process.</i>	<ul style="list-style-type: none"> <li>• Divisional Director</li> <li>• HR &amp; SBPP consultation and concurrence</li> <li>• CHRO approval</li> </ul>	Yes

<b>Changing Complement Position Classification</b>	<p>Changing position from one status to another. E.g., Full-Time Non-Permanent to Full-Time Permanent.</p> <p><b><i>Please note: every effort should be made to ensure these requests are including in the annual complement/budget review and approval process</i></b></p>	<ul style="list-style-type: none"> <li>• Divisional Director</li> <li>• SBPP and HR consultation and concurrence</li> <li>• Senior Leadership Team approval</li> </ul>	No
<b>Transferring Complement</b>	<p>Transferring complement between divisions</p> <p>Transferring complement between business units or teams within your division</p>	<ul style="list-style-type: none"> <li>• Divisional Director</li> <li>• HR consultation</li> <li>• Senior Leadership Team approval</li> </ul> <ul style="list-style-type: none"> <li>• Divisional Director</li> <li>• HRBP and SBPP consultation and concurrence</li> <li>• CHRO approval</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> <li>• Yes</li> </ul>
<b>Emergency Complement</b>	<p>Unforeseen circumstances that require positions not in your complement (e.g., new federal, provincial, or municipal direction or funding for an immediate project, or a natural disaster)</p> <p><b><i>Please note: Emergency Complement is non-permanent and is dependent on length of funding agreement</i></b></p>	<ul style="list-style-type: none"> <li>• Divisional Director</li> <li>• SBPP and HR consultation and concurrence</li> <li>• CHRO and CEO approval</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>
<b>Complement Conversions</b>	<p>Requesting a vacant complement conversion/repurpose to a position of equal or lesser with same funding source and same deliverables</p> <p><b><i>Please note: A position cannot be repurposed to a higher value position – that is considered a net new position</i></b></p>	<ul style="list-style-type: none"> <li>• SBPP and HR consultation and concurrence</li> <li>• CHRO approval</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> </ul>
<b>Decreasing Complement or Folding Positions</b>	<p>Removing a position(s) from the complement</p> <p><b><i>Please note: A decrease in the complement will be permanent and funding associated with the position will no longer be available. HR to track the folding</i></b></p>	<ul style="list-style-type: none"> <li>• HR consultation</li> <li>• Senior Leadership Team approval</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> </ul>

*during quarterly meetings with the final updates as part of the annual complement/budget approval*

**Material changes to existing positions within complement:**

Please refer to Job Evaluation Policy HR-2.02-P.

**Change to Position within Complement**

The job has evolved, and Job Description needs to be updated

- HR consultation
- HR approval
- SBPP (if financial impact)

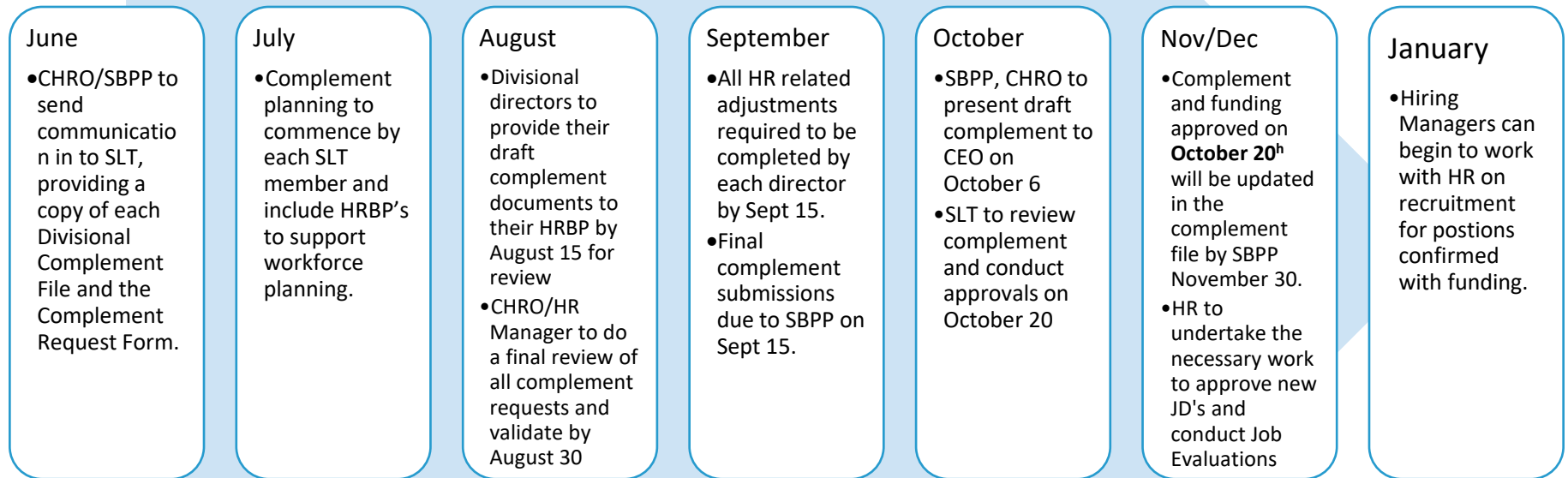
Yes

### Annual Budget/Complement Process and Timelines:

- HRBP's and SBPP to meet with divisional directors to review complement on a quarterly basis to ensure clear line of sight to complement.
- CHRO/SBPP to send communication in **June** to SLT, providing a copy of each Divisional Complement File and the Complement Request Form.
- **June/July (1<sup>st</sup>/2<sup>nd</sup> week latest)** - Complement planning to commence by each SLT member and include HRBP's to support workforce planning. SLT member to include HRBP's in divisional discussions regarding complement and workforce planning with teams. **The parameters regarding complement, complement requests and changes are as follows:**
  - Positions that have remained vacant since the commencement of the complement approval (January of each year) to final complement submission date (Sept 15) and are not actively being recruited for, will be automatically deemed not required and will be folded.
  - Vacant positions (not falling within the first bullet above and not being actively recruited) will be required to have a planned 'fill date' added to the complement spreadsheet. To be updated as part of the quarterly divisional director meetings via the HRBP by the HR Coordinator.
  - SLT members should work within existing complement prior to requesting new positions).
  - To limit the number of net new job descriptions and promote cross functionality and agility, directors should, where applicable, work with HRBP's to use existing JD's for new requests. Where it is deemed a net new JD is required, HRBP's will work to develop the JIQ, JD and evaluation once HR Manager and CHRO has reviewed the complement file. This does not mean the complement will be approved at SLT.
- Divisional directors to provide their draft complement documents to their HRBP by **August 15** for review.
- CHRO/HR Manager to do a final review of all complement requests and validate by **August 30** with all HR related adjustments required to be completed by each director by **Sept 15**.
- Directors to submit complement file on **Sept 15** with accompanying Complement Request Forms (if applicable) to SBPP, CC to HRBP, Manager and CHRO.
- SBPP, CHRO to present draft complement to CEO on **October 6**.
- SLT to review complement and conduct approvals on **October 20**. **All approvals will be effective January 1<sup>st</sup> of the following year or later if funding isn't confirmed. Those positions approved in principle pending confirmed funding will be identified as such in the complement file.**
- Complement and funding approved on **October 20** will be updated in the complement file by SBPP. Any approved complement that is approved on a temporary basis will be updated by SBPP with funding start and end dates when available. Any positions approved in principle (no confirmed funding at time of

complement approval) will be identified in the complement file but will indicate 'no' funding. HRBP's will not proceed to fill these positions until funding is confirmed. As funding for approved complement becomes available during the year, SBPP will update the complement file and notify the applicable manager and HRBP of confirmed funding. This notification will allow managers to proceed with requests to fill the position(s).

Complement Process Timeline





## In-Year Complement Requests

### Protocol:

All complement changes and requests should be part of the annual budget process as work aligned with complement should be forecasted with financials for the year ahead.

Where changing priorities occur, the following are the only allowable in-year changes to complement:

- Vacant complement transfers (of existing complement) within a division.
- New contract positions where funding is confirmed by SBPP of a one-time need in the current budget year only that aligns with the aforementioned complement chart.
- Unforeseen circumstances that require positions not in your complement (e.g., new federal, provincial, or municipal direction or funding for an immediate project, or a natural disaster).
- Material changes to current complement such as changes to JD's or title, should follow Job Evaluation Policy HR-2.02-P.

### Process:

Requests for the above changes are to be sent first to the division's director for approval. If the divisional director approves, the request is to be sent to the Manager SBPP and HRBP via email for approval by divisional directors. Directors are to report this information to SLT on a quarterly basis.

In-year complement changes are approved only for the allowable approved timeframe, these positions will not roll into complement on an ongoing basis.

## FREQUENTLY ASKED QUESTIONS

- 1. What happens when funding deadlines or approvals do not align with approval of positions (e.g. deadlines or approvals occur after November)?**

All approvals will be effective January 1<sup>st</sup> of the following year or later if funding isn't confirmed. Those positions approved in principle pending confirmed funding will be identified as such in the complement file. Recruitment will not commence for any positions that are still awaiting funding confirmation.

- 2. What are the timelines for getting approval for a new position and approval for changing existing complement?**

New positions and changes to complement are approved by the SLT once a year in October, and requests must be submitted in draft by August 15<sup>th</sup> for HR review.

- 3. Where can I find the Employee Complement file for my division?**

Once finalized, divisional employee Complement files can be found on our dedicated Complement SharePoint site. Each Director has been granted read access to their divisional folder.

- 4. How long can a position sit vacant in the division's complement?**

Positions that have remained vacant since the commencement of the complement approval (January of each year) to final complement submission date (Sept 15) will be automatically deemed not required and will be folded.

- 5. What is the turnaround time once approvals happen at SLT?**

All new positions and amendments to complement will be approved in October with the effective date of the aforementioned changes being January 1<sup>st</sup> where funding has been confirmed.

All other approvals at SLT will be actioned by your HRBP within the appropriate HR turnaround times and will not become effective until funding is confirmed or January 1<sup>st</sup> for those changes where funding is confirmed.

- 6. If the funding for a position does not come through, what happens to that position in the complement?**

The position will appear in your complement as unfunded and not to be filled and will be folded during the annual complement review.

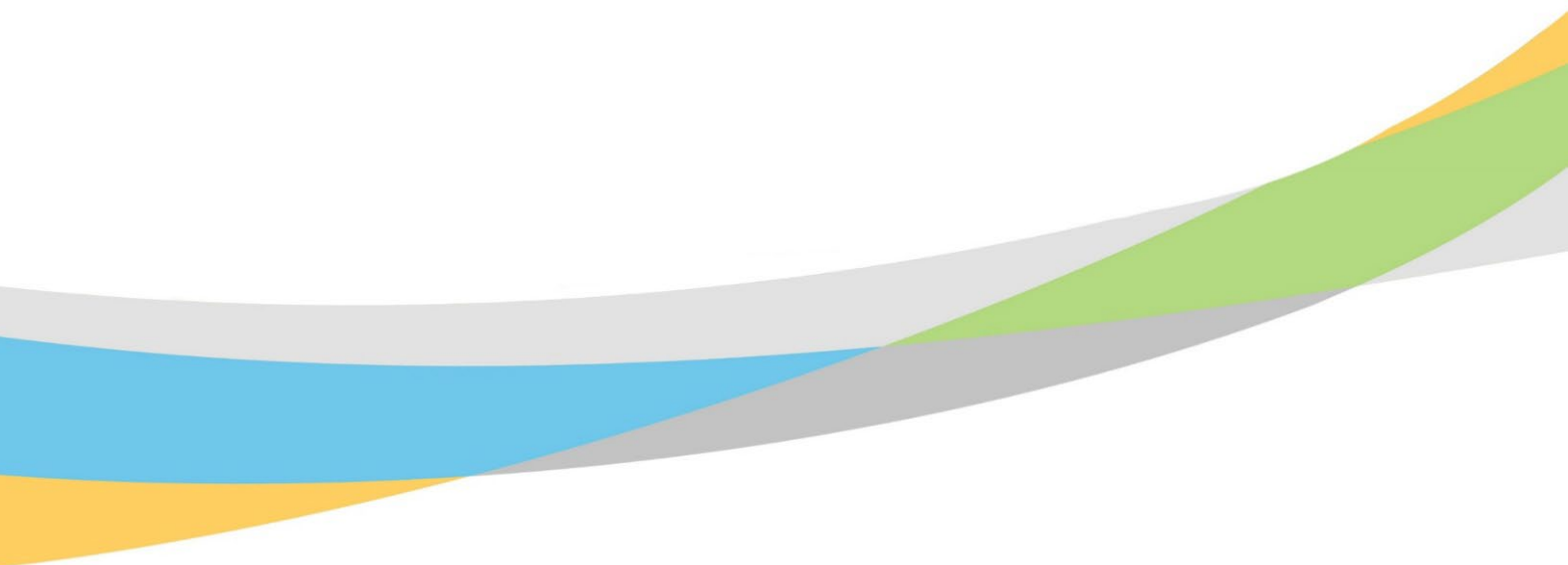
- 7. For unpaid co-ops/internships that are not on our payroll (an academic institution pays for students to work at TRCA or it is an unpaid placement), should these positions be part of the complement and approval process?**

They wouldn't be part of the approval process and at this time would not be reflected in our complement. However, as part of regular workforce planning, it is important for operational teams to work with their HRBP's far in advance of these types of engagement as these arrangements require agreements with

educational institutions, these agreements need to be thoroughly reviewed by both HR and internal legal counsel, with approval required prior to the commencement of the engagement.

**8. Can I use an Executive Approval Memo to have in year complement approved by CEO?**

An EA Memo is only used for exceptional circumstances and is not used to circumvent SLT approvals as required. If a complement request requires SLT approval, an EA memo should not be used. If a complement request requires CEO approval only an EA memo can be used.



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