

# INTERNAL MEMO

**TO: Charles Hamilton**

**DATE: Sep 19, 2018**

**FROM: Jodi Pierce**

**SUBJECT: Staffing Complement**

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With respect to the staffing complement (referred to as Headcount Governance) per Director Demenok's email, I offer the following comments. The staff contact list dated January 8, 2014 provided by Director Demenok was missing 5 vacant positions as follows:

- Development Services Assistant/Planning Assistant – this was in the middle of a hiring shuffle and so only one position was listed on the staff contact list. The Planning Assistant position was filled during the early months of 2014.
- Deputy Manager, Operations – this position was left vacant upon the retirement of Gary Holte for future reorganization but was left in the budget. It was subsequently filled by the creation of a new Team Leader position (Team Leader, Protective Services)
- Economic Development/Tourism Clerical Assistant – the position was vacated by Wendy Byhre prior to the creation of the staff list and was subsequently filled by Stephanie Goodey in the spring of 2014.
- Clerical Assistant, Operations – previously we had 2 part-time positions of .6 FTE each. This was subsequently filled by an Operations Assistant for the fire departments.
- Communications Coordinator – this position was originally approved in 2011 and for approximately one year was held by a contract position. The contract position did not provide all of the corporate needs and the position was held in abeyance for a few years during which time a communications committee was struck to determine the best course of action. Eventually the position was rebranded as a Webmaster position during 2015/2016. Upon the departure of Sydney Barron, it was determined that a Communications Coordinator would be more in line with the original vision of the CAO and was filled during 2018.

With these vacancies, the actual staffing as at January 2014 should have been 49 (plus 2 milfoil employees that do not show up on the staff contact list).

As at August 2018, the staff contact list shows 56 employees (plus 2 milfoil employees that do not show up on the staff contact list) which is an increase of 7 positions between 2014 and 2018. These positions are as follows:

- Team Leader, Building and Bylaw Services. A senior bylaw enforcement position had been approved in 2016 which was never filled and upon implementation of sub-regional building inspection, this position had been reclassified to a Team Leader position.
- Building Inspector position created for the implementation of sub-regional building inspection which was approved for the 2017 budget year.
- Building Inspection Assistant position created for the implementation of sub-regional building inspection which was approved for the 2017 budget year.
- Development Services Assistant position created due to the high level of applications within the Development Services department. This position was approved in the 2017 budget.
- Operations Management Administration Assistant II position was approved in the 2015 budget due to the increase in services and projects in the Operations department.
- Operations Management Field Technician II position was approved in the 2015 budget as there had been four additional water systems obtained since I started in 2010. There have been three more since that time, although some of the systems have subsequently amalgamated (ie Lakeview Heights into Cedar Heights, Copperview into Sorrento).
- Electronic Records Management Facilitator approved in the 2017 budget to fully implement eScribe and transition the corporation to electronic records management.

Additionally, there is a ninth position that was approved in the 2018 budget that has not yet been filled, which is the Asset Management Facilitator/Coordinator. We were waiting for a resource plan from Opus Consulting before proceeding to fill this position. I am currently working in conjunction with Darcy Mooney and Phaedra Turner to provide more information to you prior to the development of a job description and the posting of the position.

While all of these positions have had the appropriate approvals, I can concur with Director Demenok that the approvals have not been clearly spelled out in the Mandates of the departments. To this end, within the budget process, I will clearly identify existing staff positions (including vacancies) as well as any proposed positions that may be couched within the department mandates. I trust that this will eliminate any confusion going forward and allow the Board to have better oversight over the staffing complement.

Respectfully,

Jodi Pierce  
Manager, Financial Services