A. Background and Definitions

Full-time Complement: For the purposes of this practice, full-time complement refers to a permanent ongoing position included in the annual budget.

Term Certain Administrative: Term certain administrative position refers to a full-time position created for greater than one year with an identified term end date.

Initiatives and Opportunities: I/O positions refer to a Support Staff position created through the terms of the collective agreement with a definitive end date no greater than two (2) years.

B. Purpose

The intent of this practice is to ensure that decisions relating to filling full-time complements are made in a consistent, consultative, timely and efficient manner to best meet the human resources and organizational needs of the College.

C. Practice Statements

Principles

1. Every full-time complement vacancy shall be reviewed to ensure the core duties of the position continue to support and advance the strategic plan of the College.

2. The decision to fill full-time complement vacancies will be made in the context of meeting our approved annual budget plan.

3. The requirement to fill the vacancy will be evaluated to determine the department’s ability to continue to provide essential services and programs and to consider all alternatives to filling the position.

4. Afford greater flexibility, accountability and delegated authority for the respective Vice-President to make staffing decisions within their fiscal budgets.

Process

5. The Hiring Manager identifies a need for a new full-time complement, replacement of a full-time complement, term certain position or an Initiatives and Opportunities position.
6. The Hiring Manager prepares a complement approval request form which includes a business case endorsed by the respective Vice-President.

7. The request is discussed and submitted to Financial Services for review and recommendations for approval.

8. The request is discussed and reviewed by Human Resources (HR) to consider all staffing options and considerations.

9. The Hiring Manager modifies the complement approval form to reflect input from Finance and HR and submits to the Recruitment Coordinator.

10. The Recruitment Coordinator initiates an automated final approval request form circulated according to the approval chart below:

<table>
<thead>
<tr>
<th>COMPLEMENT APPROVALS</th>
<th>Finance</th>
<th>HR</th>
<th>VP</th>
<th>Exec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time complement replacing a permanent f.t. employee (no change)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Full-time complement replacing a permanent f.t. position (changing the job description)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Term Certain</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>New Complements – Support/Faculty</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>New Complements – Administration Temporary Replacements of f.t. employees</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Support Staff I/O</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**Post Approval Process**

11. Human Resources and Finance are advised of the approved complement.

12. The Hiring Manager prepares a detailed job description and submits to HR for evaluation.

13. Human Resources evaluate the position according to the JFS or PDF evaluation processes.

14. The Hiring Manager initiates the recruitment process with the Recruitment Coordinator.

**D. Related Documents and Links**

Form: Full-Time and Term Certain Complement Approval Request Form