**Vacant Complement Checklist for Managers: (to assist Managers in assessing options when a vacancy occurs)**

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| --- | --- | --- | --- | --- | --- | --- |
| Position Title: | | | | □ 12 month □ 10 month □ 9 month | | |
| Employee Category: | | □ Faculty | | □ Support | | □ Administration |
| Department/Program: | |  | | | | |
| Vacancy Category: | | □ Temporary | Length of leave: | | | |
| □ Permanent |  | | | |
| IMPACT | | | | | | |
| What is the primary function(s) of this role? | | | | | | |
| How does the position directly impact the categories below? (Describe impact) | | | | | | |
| Students: | |  | | | | |
| Faculty: | |  | | | | |
| Your Dept. Staff: | |  | | | | |
| Other Depts/Staff: | |  | | | | |
| College strategic objectives: | |  | | | | |
| What are the operational impacts if the position remains vacant? | | | | | | |
| 1 – 2 months |  | | | | | |
| 2 - 3 months |  | | | | | |
| OPTIONS | | | | | | |
| Are there other faculty/staff trained to do this work? If so, who? | | | | | | |
| Can the work be reallocated to other faculty/staff in your department? □ YES □ NO | | | | | | |
| If yes, who and what functions? If no, why not? | | | | | | |
| Can the work be streamlined or redesigned? If so, how? | | | | | | |
| Could the position be reduced? □ 10 month □ 9 month □ Regular Part-time | | | | | | |
| DECISION | | | | | | |
| □ Replace as is □ Delay □ Redesign and post | | | | | Target Date for Hire: | |
| □ Reassign work - Discuss next steps with HR Consultant | | | | | | |

**Mini HR Planning Exercise**

HR planning is a key element of strategic HR management. It creates a link between your organization’s strategic goals and its operational activities and resources. It is future-oriented and provides a roadmap for the organization to ensure the correct level of staffing is available for the required service demands. It also helps to ensure the staff resources have the necessary skill sets to carry out the required activities.

As you review your existing service delivery needs and your current staffing model, you are encouraged to critically assess the key ‘activity streams’ and positions.

Consider internal and external factors that influence the need for specific activity streams, the alignment and bundling of work within positions, options you may have to reconfigure work and/or engage other avenues such as new technologies in order to create efficiencies.

Be prepared to explore and leverage vacancy opportunities resulting from natural attrition such as resignations and retirements.

Some key questions to consider when a vacancy opportunity occurs, although not all of these questions will be relevant for all vacancies:

* How does this position support the strategic direction of the College?
* Does this position generate revenue for the College? If not, is there potential for it to become revenue generating? If so, what would be required from the organization to move in that direction? Risks?
* Does this position receive external funding support? If so, is this funding “soft” or sustained? If the funding is soft, what are the key factors influencing funding renewal? Risks?
* Are there any opportunities for the creation of strategic partnerships within the activity stream this position supports which could reduce the College’s operating overhead? (e.g. shared services)
* Could any of the processes within this position’s activity stream be improved through the application of a continuous improvement review (e.g. LEAN) or through cost-effective technologies?
* Are there any duties currently associated with this activity stream or the specific position which could be eliminated? If so, what is the impact to existing service levels, other staff, other departments/divisions, etc.
* When do the natural workload peaks and valleys occur for this position? Are there any current ‘gaps’ in service delivery associated with this position/activity stream?
* Are the position’s current standard hours of work over/under what is required to meet the core service needs? Does the position need to be a 12-month position or could the service be effectively delivered with a 9, 10 or 11 month position? What have the employment patterns been for any overflow work (e.g. overtime for full-time staff; utilization of part-time workers)?

* Do the key skill sets associated with this role/activity stream exist elsewhere in the College? (e.g. within your own service area or in another service area) If so, how you might consolidate/share resources?
* What skills are needed to delivery this service effectively and efficiently in the future? Are those skills available within the remaining staff team? For skills gaps, what can be resolved through training & development of remaining staff and what needs to be obtained from outside?
* If organizational constraints prevented you from replacing the vacant position, how would you adjust your service levels and reconfigure your remaining resources? Which academic schools and service areas that would be primarily impacted?
* Does this position have alignment with a specific regulatory or compliance requirement for the College? If so, are there any cost-effective options for outsourcing which could be considered by the College?