

Complement Management Working Group (CMWG) Decision Framework and Structure December 2022

Background

The CMWG is established to manage the overall workforce complement planning at Fleming. Acknowledging the current fiscal forecast for the College, labour costs are the most significant expenditure for the College. The CMWG has been created to ensure the College is operating strategically with total expenditures related to hiring by bringing together (a) budgetary and financial sustainability needs, (b) strategic priorities and headcount planning and (c) ensuring compliance with applicable legislations, regulations, policies, and collective agreements.

Mandate

The mandate of the CMWG is to evaluate and either approve or disapprove of:

- (i) requests to create and hire for new positions, and
- (ii) the hiring for existing but vacant positions

Scope

The mandate of the CMWG is to evaluate and either recommend for SMT approval or disapprove of requests related to hiring, including the creation of new positions as well as hiring replacements for vacancies. The CMWG approval is required to post job. The CMWG Decision will be matched to onboarding from a payroll perspective to ensure compliance.

Inclusions	Excluded
<ul style="list-style-type: none"> • Full-Time Administration • Full-Time Support • Full-Time Academic • Full-Time I/O or Externally Funded (not term limited) • Regular Part-Time Support 	<ul style="list-style-type: none"> • Regular Part-Time Administration • Temporary Part-Time Administration • Temporary Full-Time Administration • Temporary Part-Time Support • Contract Faculty • Student positions • Externally Funded Temporary positions (term limited) • Appendix D (ex: backfill leave or vacant FT SS)

Term

The CMWG will continue, as part of financial sustainability, until such time as it is deemed unnecessary by SMT. The decision framework and structure will be reviewed on an annual basis.

Membership

The following will be voting members of the CMWG:

- a) EVP Finance and Administration (The Chair)
- b) EVP Academic and Student Experience
- c) VP Corporate Finance
- d) VP Human Resources
- e) VP Applied Research and Innovation

Staff support provided by Finance (minutes, coordination, developing materials where possible).

The Talent Officer will attend all CMWG meetings.

Decision methodology

- New positions: unanimous agreement from CMWG members
- Replacement hires: super-majority (4/5) support from CMWG members

Decision framework

Full time roles

Given the structural deficit facing Fleming, overall labour costs need to be, at a minimum, contained and where possible reduced. The decision framework (below) has been designed to be strict – as there will need to be a period of gradual attrition, so as to reduce or ‘hold’ total labour costs, as the financial sustainability platform is rolled out.

Each role will need to specify details regarding what the role is (i.e. specific tasks).

The following criteria are proposed in terms of evaluation of the new/replacement role:

1. **Strategic prioritization** – given the need for fiscal restraint, as well as the overarching drive to embrace the strategic plan, prioritization will be given to roles that demonstrably work toward the strategic goals of Fleming.
2. **Key risks** – is the role addressing key risk areas to the institution? What would happen if these risks were not mitigated? Will the role necessarily mitigate these risks? Are these new risks that are not otherwise addressed through compensating controls? – i.e. how has the negative outcomes not previously materialized?
3. **Efficiency** – can the duties be otherwise accomplished through distribution of workload or efficiencies? That is, is there any possible other way of accomplishing the tasks and responsibilities in the absence of hiring? For example, what consideration has been given to any possible restructuring of duties amongst the current complement to achieve the desired outcome(s)?
4. **Financial sustainability** – is there sufficient funding for the cost of this hire: both now and in the future? Under a structural deficit growth in costs are outweighing that of revenue – meaning that over the long-term existing budget will need to reduce. Accordingly, there should be consideration for how this role is to be supported over the long-term. Note – should a role be tied to strategic funding allocation, that would mean that a short-term contract should be utilized the strategic fund is intended to be ‘reset’ on an annual basis.

Regular Part-time roles

The CMWG will review the part-time complement as follows:

- a) Review the overall size and effectiveness of the part-time work force
- b) Assess the balance between full-time and part-time roles
- c) Support the overall resource allocation of labour across College departments
- d) Develop tools to monitor overall part-time labour expenditures at the College.

In general, the CMWG will review part-time resource allocations on a post-approval basis and guide resource over time based on overall resource needs.

Process Overview

1. The Hiring Manager will complete the [Complement Management Form \(CMF\)](#) along with the JFS/PDF.
2. Hiring Manager will submit the completed CMF and JFS/PDF to the Talent Officer.
3. The Talent Officer will review the form, to ensure completeness and circulate, offline, to CMWG members.
4. The Talent Officer will notify the CMWG, and a review meeting will be held. The Hiring Manager may attend CMWG to elaborate on the business case or answer questions as required.
5. If CMWG approves the CMF, it will proceed to SMT for final approval.
6. The Talent Officer will notify Hiring Manager of the outcome of their CMF request(s).

The CMWG will meet on a reoccurring basis, aimed at every 2-weeks, unless no CMF's are submitted for consideration then that meeting will be cancelled with 48 hour advance notice.