

**BUDGET COMMITTEE (APRIL 23, 2007)**

**RECRUITMENT OF VACANT POSITIONS**

**Recommendation**

The City Manager and the Commissioner of Legal & Administrative Services, in consultation with the Director of Human Resources, recommend:

THAT this report be received.

THAT Staff be required to justify an ongoing vacancy once it has been vacant for beyond eight (8) months.

**Economic Impact**

There is no economic impact related to this report.

**Communications Plan**

The direction provided with respect to this report will be communicated to the employees in the Human Resources department as well as to all departmental employees who are responsible for recruitment of vacant or new positions.

**Purpose**

This report is provided as a result of a request that was made during the Budget Committee meeting of April 17, 2007 wherein the Budget Committee requested a recommendation as to an appropriate timeframe for filling a vacant position after which a department would be required to justify why a position remains vacant.

**Background - Analysis and Options**

Over the past our analysis indicates that it takes on average four (4) months to fill vacant positions. The positions included in the analysis are full-time, part-time and temporary positions which are both unionized and non-unionized. It can take anywhere from just over one week to up to almost two (2) years to fill a position with the right person.

There are a number of steps which require completion prior to a position being filled. These steps include determining what the needs are of the department given that a position has been approved or vacated; developing or revising a job description; evaluating the new or revised job; obtaining the appropriate authorizations; posting the job; screening resumes; completing testing and interviews, conducting reference checks, the offer and acceptance of the job and finally the actual start date of the successful applicant. This process could take up to eight (8) months to complete if there are significant revisions or development of a job description required.

There are many reasons why jobs remain vacant for an extended period of time. These include the operational needs of the department, a reorganization of the department, changing priorities which may affect the management team and other jobs within the department and the lack of suitable candidates..

### **Relationship to Vaughan Vision 2007**

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

### **Regional Implications**

None

### **Conclusion**

Vacant positions can be filled in as little as one week or can take much longer depending on the level of the job and the steps required to complete before posting can be initiated. It is recommended that staff be required to justify vacancies that continue for longer than eight (8) months.

### **Report prepared by:**

Janet Ashifeld, Director of Human Resources

Respectfully submitted,

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Janice Atwood-Petkovski  
Commissioner, Legal and Administrative Services

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Michael DeAngelis  
City Manager