

**Date:** 2021-05-01

**Subject:** **Recruitment Costs Associated with Critical Business Cases**

**Secondary Title:** Review of the Implementation of Salary Administration Policy

**Contact:** **Sandeep Aujla, HR Director ([Sandeep.Aujla@brampton.ca](mailto:Sandeep.Aujla@brampton.ca);**

**Report Number:** Corporate Support Services-2021-564

**Recommendations:**

That the report from Michael Davidson, Commissioner, Corporate Support Services and Sandeep Aujla, Director, Human Resources, Corporate Support Services, dated May 01, 2021, to the Council Meeting of May 05, 2021, re: Critical Business Case – Recruitment Activity, be received.

**Overview:**

- **The City of Brampton’s Salary Administration Policy is founded on the principles of building trust and confidence, ensuring transparency, consistency and equity, and fostering innovation.**
- **The Council approved Salary Administration Policy 4.1.0 on November 1, 2017 with an effective date of January 1, 2018. This new policy focused on promoting our investment in people through fair and consistent guidelines applied across employees and clear oversight controls for accountable leadership and increased levels of authorization to establish public trust and confidence.**

**Background:**

The modernized Salary Administration Policy came into effect on January 1, 2018 along with Council Resolution CW378-2017 mandating the staff in Human Resources to report semi-annually to Council on the application of this policy.

The critical business case provisions have been utilized effectively for attraction and retention purposes. From 2018 – 2020, the majority of all critical business cases were supported through internal recruitment efforts, while one third were through external recruitment agencies.

### **Current Situation:**

Three years into the new salary administration policy, HR has identified the following key insights:

- The vast majority of all recruitment activity is managed in-house, however Senior Leadership roles tend to be filled through external agencies.
- External agencies have been utilized for the City's leadership roles, including 3 Commissioner recruits, due to the competitive labour market and unique skill sets required for these positions.
- There were four external agencies used, depending on the nature of the role and talent market.

**Table 1 – Critical Attraction & Promotion Recruitment Activity (2018 – 2020)**

<b>Year</b>	<b>No. of Employees</b>	<b>Internal Recruitment</b>	<b>External Recruitment</b>	<b>Recruitment Agency Cost</b>
2018	11	9	2	\$70,000
2019	13	7	6	\$246,200
2020	11	8	3	\$123,900
<b>Total</b>	<b>35</b>	<b>24</b>	<b>11</b>	<b>\$440,100</b>

### **Corporate Implications:**

#### **Financial Implications:**

- The average annual cost associated with external recruitment for critical attraction and promotion cases was approximately \$147,000.

#### **Other Implications:**

### **Term of Council Priorities:**

This report supports the Council's priority of being a well-run city.

## **Conclusion:**

This report highlights the usage trends and recruitment activity in relation to the Business Case provision in the Salary Administration Policy 4.1.0.

Authored by:

Sandeep Aujla, HR Director  
\_\_\_\_\_  
[Author/Principal Writer]

Reviewed by:

\_\_\_\_\_  
[Manager/Director]

Approved by:

Michael Davidson, Commissioner,  
Corporate Support Services  
\_\_\_\_\_  
[Commissioner/Department Head]

Submitted by:

David Barrick, CAO  
\_\_\_\_\_  
[Chief Administrative Officer]

## **Attachments:**