

RECOMMENDED STEPS

Human resource matters

- ❑ Determine nature and duration of human resource requirement
- ❑ Determine skills set necessary for the project
- ❑ Determine which department or organization will house the staff, if new employees are being hired or seconded to work on the particular project
- ❑ Consider in-house versus outsourcing to meet the requirement
- ❑ If in-house, assess the pros and cons of a variety of staffing strategies:
 - executive interchanges
 - assignments
 - secondments
 - targeted opportunities for employment equity candidates
 - term positions or casual contracts
 - indeterminate positions
- ❑ Consider if employee will be returning to home organization and position upon completion of the project
- ❑ Consult with your staffing advisor
- ❑ If new positions are created, write job descriptions and have them classified
- ❑ Consult with your classification advisor
- ❑ Clearly identify who will have supervisory responsibility for project staff, including responsibility for record keeping, performance appraisal, training and development
- ❑ Obtain agreement on how staff adjustments will be made, including during the wrap-up of the project
- ❑ Ensure that all personnel costs are covered in the budget plan, including employee benefits (EBP) and special items that may be available, such as northern cost of living, or performance pay
- ❑ Discuss with partners whether costs for training and development are appropriate in the circumstances; whether there may be a need to cover relocation expenses, and so on
- ❑ Consider below-the-line costs for each contributor that may include the time and expertise of staffing officers and pay administrators or the cost of “back-filling” a position for a period of time
- ❑ Provide incentives for participation in horizontal work