



## **Administrative Report**

**To:** Warden MacDonald and Members of Essex County Council  
**From:** Kyla Pritiko, J.D., Director, Human Resources  
**Date:** Wednesday, October 15, 2025  
**Subject:** Staffing Requests- 2026 Budget  
**Report #:** 2025-1015-HR-R11-KP

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### **Purpose**

To seek approval in principle for the following eleven (11) proposed staff positions, ahead of the 2026 Budget:

1. Four (4) Primary Care Paramedics;
2. Four (4) Advanced Care Paramedics;
3. One (1) Manager of Physical Resources, EMS;
4. One (1) HR Generalist- EMS/SPH; and
5. One (1) Human Resources Assistant (Attendance)

### **Background**

#### **Staffing Request Review Process**

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During this budget cycle, a substantial number of staffing requests were submitted across departments. Business Case Reports were prepared for a total of twenty-five (25) positions, including those referenced above. All positions were considered by the Director of Finance/Treasurer and the CAO, with consideration given to operational requirements, service delivery enhancements, and alignment with strategic objectives.

To determine which positions to bring forward to Council for approval in principle ahead of the budget, the Director of Finance/Treasurer and the CAO engaged in detailed discussions with the senior leadership team. Key factors included projected budget capacity, departmental needs, service gaps, and competing priorities. While all positions remain important, administration prioritized the eleven (11) positions listed above based on operational urgency, service impact, and alignment with the strategic plan, ensuring the County can address its most immediate needs.

Currently, the County of Essex employs a total of 839 full and part-time employees. If all eleven (11) of the requested positions are approved by County Council, this would represent a total headcount increase of 1.31%.

The positions that were not recommended for advancement to budget are outlined in **Appendix "A"** to this report. For each, the estimated annualized cost and anticipated funding source have been provided to support Council's deliberations. While administration has prioritized eleven (11) positions for immediate consideration, Council may also elect to authorize additional positions from Appendix "A." Doing so would not only accelerate service improvements and strengthen departmental capacity, but also position the organization to better meet growing community demands and advance strategic objectives at an accelerated pace.

### **Process for Approving New Positions**

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The recently refreshed Employment and Hiring Policy (Policy number 91-001), adopted by Council on [September 17, 2025](#), provides the process for considering and approving new positions to be added to the existing staffing complement. Section 5.2 of the Employment/Hiring policy requires:

- The request to be presented to the Chief Administrative Officer (CAO) for review with a business case, a job description, and any other pertinent information;
- If approved, the CAO will provide the Director, Human Resources with the details of the position(s) that are to be recommended to County Council for approval; and
- The Director, Human Resources will then present their recommendation to County Council for approval. Wherever possible, New Classifications and Additional Positions will be provided to County Council in advance of the budget deliberation process for approval in principle.

Given the advanced timing of the 2026 Budget deliberations, funding for the eleven (11) recommended positions has been incorporated into the draft 2026 Budget. Should County Council choose not to approve these recommendations, or alternatively wish to authorize additional positions identified in Appendix "A," the draft budget will be revised accordingly prior to the commencement of budget deliberations.

### **Discussion**

Below is an overview of the recommended positions and the anticipated impact on departmental capacity and service delivery:

### **Essex Windsor EMS- Paramedics (Eight (8) Positions Total)**

Essex Windsor EMS (“EMS”) proposes to add eight (8) additional full-time Paramedics (four (4) Primary Care Paramedics and four (4) Advanced Care Paramedics) to the department to maintain current response times based on the projected increase in call volume, as recommended in the 2025 EMS Master Plan, which was presented to County Council on [February 5, 2025](#).

Currently, there are 149 full-time Primary Care Paramedics and 40 full-time Advanced Care Paramedics. Primary responsibilities of these roles include front-line primary patient care to ill and injured persons, sustaining patient care on route to and from medical facilities, and responsibility for safely driving ambulance vehicles.

If these eight (8) Paramedic positions are not approved, there is a significant risk that response times will increase based on demand projections.

### **Manager of Physical Resources- EMS (One (1) Position Total)**

EMS proposes to add one (1) new Manager of Physical Resources position to the department to strengthen the leadership structure and operational execution of EMS logistics, facilities management, equipment readiness, and fleet operations.

This position will report directly to the Deputy Chief of Planning and Physical Resources and oversee the Supervisor of Equipment Maintenance. It will provide a critical intermediate layer of leadership, ensuring continuity, accountability, and standardization across the portfolio of physical resources.

The position addresses capacity constraints with both the Deputy Chief and the Supervisor of Equipment Maintenance, supports the 2024 ORH Master Plan refresh recommendations to strengthen resource management and infrastructure planning, and directly responds to capacity gaps identified in the 2025 ORH Service Delivery Review.

If this position is not approved, it will significantly limit the department’s ability to oversee and deliver upcoming projects effectively, which is especially critical considering the significant growth outlined in the ORH Master Plan Refresh. This would create not only continued strain on day-to-day operations but also missed opportunities to align new infrastructure with long-term strategic goals.

### **Human Resources Generalist- SPH/EMS (One (1) Position Total)**

The Human Resources and EMS departments jointly propose the addition of one (1) Human Resources Generalist ("**HR Generalist**") position. This role would report jointly to the Human Resources Business Partner for Sun Parlor Home ("**SPH**"), and the Manager, Human Resources and Administration for EMS and would split their working hours to support both services areas.

This role is necessary to support the increasing volume and complexity of HR needs in both EMS and SPH and to reduce legal, labour relations, and compliance risks currently created by under-resourcing. These gaps were expressly noted in the recent EMS and SPH service delivery reviews. The creation of this role will result in the following outcomes:

- **Enhanced Recruitment Capacity:** Dedicated support to manage the significant EMS and SPH hiring needs, ensuring timely, consistent, and high-quality recruitment processes;
- **Improved Compliance and Risk Mitigation:** Stronger oversight of qualifications, investigative processes, WSIB/return-to-work, and collective agreement obligations, reducing legal, labour relations, and reputational risks.
- **Operational Efficiency:** Faster response to HR inquiries, investigations, and performance management support for supervisors and managers.
- **Employee Experience:** More consistent and proactive HR coaching and support that improves engagement, retention, and fairness.
- **Strategic Focus:** Creates capacity for the HR Business Partner and Manager of Human Resources to concentrate on workforce planning, bargaining preparation, and system-level initiatives that drive long-term service sustainability.

If this position is not approved, it will perpetuate existing resourcing gaps that limit HR's ability to provide timely and compliant support to front-line supervisors and managers. Recruitment delays, inconsistent application of policies and collective agreements, and increased risk of employee relations issues are expected to continue, resulting in higher legal exposure, reduced service quality, and potential negative impacts on employee engagement and retention across both EMS and SPH.

## **Human Resources Assistant (One (1) Position Total)**

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The Human Resources Department is proposing the addition of one (1) Human Resources Assistant ("**HR Assistant**") position. This role is critical to the effective administration of the County's redesigned Attendance Support Policy ("**Policy**"), scheduled for Council review in November and targeted for implementation in January 2026, if approved. The HR Assistant will provide centralized, consistent support for attendance tracking, compliance reporting, and record management—functions that exceed the current capacity of the existing HR team.

The creation of an HR Assistant position will result in the following outcomes that are aligned with the County's Strategic Plan goal of creating a People and Culture Strategy:

- Successful implementation of the redesigned Attendance Support Policy, which has been identified as an area of inconsistency and is negatively impacting morale;
- Consistent administrative processes across departments for attendance-related documentation and meetings;
- Enhanced manager support, with clear data and templates to reduce time spent preparing for or managing attendance cases; and
- Improved data tracking and phase movement reporting, enabling the program to be equitable, effective and transparent.

If this position is not approved, the redesigned Attendance Support Policy will need to be significantly revised to reduce its administrative demands, potentially compromising consistency, effectiveness, and long-term success of the program.

## **Financial Implications**

Please refer to the chart below for a breakdown of the anticipated cost of the proposed positions based on the number of months included in the 2026 budget. If all positions are approved as proposed, the total cost to the County would result in a net levy impact of \$643,245 for the 2026 fiscal year:

**Staffing Impact on 2026 County Levy (Wages and Benefits, IT & Training Costs)**

<b>Department</b>	<b>Position</b>	<b>Annual Cost</b>	<b>Anticipated # of Months in 2026 Budget</b>	<b>Anticipated Funding Required in 2026 Budget</b>	<b>City/Pelee Cost (50%)</b>	<b>County Cost (Levy Impact 2026)</b>
EMS	<u>Primary Care Paramedic (4)</u>	577,640	6	362,915	181,458	181,458
EMS	<u>Advanced Care Paramedic (4)</u>	607,380	6	380,100	190,050	190,050
EMS	<u>Manager of Planning and Physical Resources</u>	*214,112	9	203,624	101,812	101,812
HR	HR Assistant	107,450	8	78,800	-	78,800
HR	HR Generalist (50% EMS / 50% SPH)	171,550	8	121,500	30,375	91,125
<b>TOTAL</b>		<b>1,678,132</b>		<b>1,146,939</b>	<b>503,695</b>	<b>643,245</b>

\*Includes \$30,408 for the compression adjustment of one Deputy Chief.

**Consultations**

- Senior Leadership Team

**Strategic Plan Alignment**

<b>Working as Team Essex County</b>	<b>Growing as Leaders in Public Service Excellence</b>	<b>Building a Regional Powerhouse</b>
<input type="checkbox"/> Scaling Sustainable Services through Innovation <input checked="" type="checkbox"/> Focusing "Team Essex County" for Results <input type="checkbox"/> Advocating for Essex County's Fair Share	<input checked="" type="checkbox"/> Being an Employer with Impact <input type="checkbox"/> A Government Working for the People <input type="checkbox"/> Promoting Transparency and Awareness	<input type="checkbox"/> Providing Reliable Infrastructure for Partners <input type="checkbox"/> Supporting Dynamic and Thriving Communities Across the County <input type="checkbox"/> Harmonizing Action for Growth <input type="checkbox"/> Advancing Truth and Reconciliation

**Recommendation**

That Essex County Council approve in principle the hiring of the following positions so that they may be included in the 2026 budget deliberation process:

1. Four (4) Primary Care Paramedics;
2. Four (4) Advanced Care Paramedics;
3. One (1) Manager of Physical Resources, EMS;
4. One (1) HR Generalist- EMS/SPH; and
5. One (1) Human Resources Assistant.

## Approvals

Respectfully Submitted,

*Kyla Pritiko*

Kyla Pritiko, Director, Human Resources

Concurred With,

*Sandra Zwiers*

Sandra Zwiers, MAcc, CPA, CA, Chief Administrative Officer

<b>Appendix</b>	<b>Title</b>
A	Staffing Requests not Included
B	Primary Care Paramedic Job Description
C	Advanced Care Paramedic Job Description
D	Manager of Physical Resources Job Description (Draft)
E	EMS Organizational Chart
F	Human Resources Generalist Job Description
G	Human Resources Assistant Job Description
H	Human Resources Organizational Chart
I	Historic Staffing Additions 2022-2025