
TITLE: WORKFORCE STABILITY & ATTRITION MANAGEMENT – POLICE DEPARTMENT
SECTION: HUMAN RESOURCE MANAGEMENT
POLICY NO: 04700-01

APPROVAL DATE: April 28, 2025

CAO Signature: 

POLICY STATEMENT

This policy aims to present a staffing approach that anticipates vacancies and attrition at the Amherst Police Department due to ongoing staff absences.

SCOPE

This policy applies to the Amherst Police Department and governs the process of temporary overstaffing to offset staffing fluctuations. It includes guidelines for approval, funding, recruitment, and monitoring to maintain a consistent complement of 25 officers.

PURPOSE

The purpose of this policy is to establish a structured approach to maintaining adequate police staffing levels through an overstaffing and attrition model. This model ensures operational stability by proactively managing vacancies caused by staff departures, long-term absences, or unexpected leave, thereby reducing the impact of staffing shortages on policing services.

POLICY GUIDELINES

The police department plays a pivotal role in maintaining public safety in our community. It is essential that staffing levels remain adequate and aligned with the operational needs of the department. Ongoing temporary staff absences that are not addressed can jeopardize police response times, decrease the quality of service provided to the community, and impact the overall safety and security of our residents.

The following measures will be applied to ensure continuity of service and to satisfy the need for consistent staffing levels:

Temporary Overstaffing Allowance

1. The approved staffing complement will remain at 25 officers.
2. When the Police Department is experiencing a situation where less than 25 sworn officers are available for an extended period of time, on the recommendation of the Police Chief, the CAO may authorize the hiring of additional police officers that could result in the department temporarily exceeding the 25 sworn officer allotment should all employees return to work.
3. If a situation develops with more than 25 sworn officers working, the Chief will reduce the number of officers through attrition at the next available opportunity.

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Approval Process

- The Chief Administrative Officer (CAO) must approve the use of additional positions before any recruitment occurs.
- The CAO will assess the necessity based on projected staffing levels and department needs, on the recommendation of the Chief of Police.

Funding and Budget Considerations

- Budgetary impact and effectiveness will be reviewed annually to ensure sustainability.
- Adjustments to funding will be made based on staffing trends, department needs, and financial considerations.

Annual Review and Reporting

- The Police Chief will report annually on staffing trends, recruitment efforts, and the impact of the temporary overstaffing allowance.
- Adjustments may be recommended to Council based on the analysis of vacancies and overtime expenditures.

ROLES AND RESPONSIBILITIES

Title/Role	Responsibilities
Chief Administrative Officer	The Chief Administrative Officer will: a. Approve the use of additional temporary positions; b. Review funding annually to determine ongoing feasibility.
Chief of Police	The Chief of Police will: a. Monitor staffing levels and identify projected vacancies; b. Oversee recruitment efforts; c. Provide annual reporting on police staffing trends and budget implications.
Director, Human Resources	The Director of Human Resources will: a. Support recruitment efforts; b. Assist in workforce planning initiatives to manage staffing levels.

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For Administrative Use Only:

VERSION LOG

Amendment Description	Policy Owner	Approved By	Approval Date
New Policy	Director, HR	Council	April 28, 2025

Minutes Reference Date: April 28, 2025