

# THE CORPORATION OF THE MUNICIPALITY OF ARRAN-ELDERSLIE

## Policy

Section: 3.0 Human Resources

Policy: Recruitment Policy

Policy By-Law:

Date:

Revision:

### Coverage:

This policy shall apply to all non-union positions of the Municipality of Arran-Elderslie, union positions are subject to the terms and conditions in their respective collective agreements.

### Policy Statement:

The Municipality of Arran-Elderslie commits to fair hiring practices and seeks to eliminate bias from the recruitment process in order to hire the best candidate for the vacant position.

The Municipality shall endeavour to fill all vacancies by competition, either internal or external, with first preference to internal candidates.

### Legislative Authority:

*Section 270, Municipal Act, 2001*

### Contents:

#### **1.0 Recruitment**

When a non-union position that is part of the approved organization chart becomes vacant, the Manager will inform the Chief Administrative Officer (CAO) of the vacancy.

A newly created position must be recommended by the CAO and Manager and approved by Council in order for the organization chart to be updated.

The positions' current description will be reviewed and updated, if required. A new position description will be created if required by the CAO in consultation with the Manager.

Recruitments are conducted through "internal competition" which limits the search to Arran-Elderslie employees (union and non-union) or by way of "open competition" which extends the search outside the Corporation.

It is noted that Arran-Elderslie employees are eligible to apply in open competitions.

The CAO in consultation with the Manager will decide the appropriate method of search for qualified candidates.

If specified employees have been earmarked for promotion as the result of previously identified training and development (succession) plans, they will be considered first for vacant positions that are oriented to their identified promotion path.

The CAO has the discretion to post by internal and open competition concurrently.

## **2.0 Internal Competition**

Positions that are to be filled, initially, by an internal competition will have the openings will be sent via e-mail to all staff with a current Arran-Elderslie e-mail address and posted on internal bulletin boards at all locations for seven (7) working days. Outside applications for internal job postings will not be accepted. In order to be selected for an internal position the employee must meet the selection criteria for the advertised position.

Probationary employees can not apply for positions that are advertised internally until their probation period is complete or the position is advertised externally, whichever ever comes first.

If an internal applicant is not selected, it is good employee relations to respond to unsuccessful internal applicants, to explain the reasons for their not being selected, before proceeding to review external candidates.

If an internal applicant does not meet all the required qualifications, their application may be further considered with the pool of external applicants.

## **3.0 External Competition**

If internal posting has not yielded a qualified candidate, the Municipality will take the job posting public.

The position will be advertised at the most appropriate locations as determined by the CAO and Manager. The advertisement will be posted for a minimum of fourteen (14) working days.

## **4.0 Hiring of Relatives**

**4.1** This policy has been devised to eliminate any practice that may give rise to conflicts or difficulties for Supervisors, co-workers and subordinates when recruiting, maintaining order, maintaining

discipline or terminating employees when an employee is aware that this Supervisor, co-worker or subordinate is a relative of another employee.

- 4.2 “Relative” is defined as a parent, step parent; spouse, brother, sister, step-brother, step-sister, child, step-child, grandparent, step-grandparent, grandchild, step-grandchild, parents-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, niece, nephew, foster child, or common-law spouse.
- 4.3 Employees who become related while employed at the Municipality are required to advise the CAO as soon as possible. Where an actual or potential conflict arises the CAO, Manager and affected employees, where reasonable will work collaboratively to identify potential resolutions.
- 4.4 No recruitment of an individual is to take place in which a relative of that person is a Supervisor of, or would be supervised by the applicant.
- 4.5 Staff are required to remove themselves from the selection process, in those instances where they are related to any of the candidates.
- 4.6 Recruitment of a relative other than in a Supervisor/subordinate relationship is permissible provided that the CAO can establish that:
  - Standard competition procedures have not been circumvented,
  - The applicant is the most qualified,
  - No undue influence was exerted on the recruiting Supervisor,
  - No potential conflict or difficulties appear to exist, and
  - Regular staff, supervisory part-time staff and members of Council given as references must be contacted before that particular applicant is considered.

## **5.0 Selection and Promotions**

The policy is to attempt to fill vacancies from within the organization whenever possible, particularly if it results in a promotion or an improvement for the existing employee. Selection is on the basis of ability, effort, application, co-operation and consideration for length of service when other factors are considered equal. When an employee of particular talent or training is not available within the organization, it will be necessary to conduct a search for a suitable candidate outside of the organization.

- All full-time,  $\frac{3}{4}$  time and part-time employee appointments require the formal approval by by-law of the Municipal Council;

- All hiring's are authorized by the CAO;
- Managers have discretion to hire casual and student employees;
- Contract employees require the approval of the CAO;
- All hiring's will be conducted with strict adherence to consistent, fair recruiting and selection practices

### **Selection Committee**

The Selection Committee will consist of the following for the positions of:

**CAO** – Mayor, Members of Council and may include an external consultant and/or a member of the Management team.

**Managers** under the direct supervision of the CAO – CAO, Mayor and/or Deputy Mayor and may include additional Council members and/or an external consultant or industry expert.

**All other positions** – CAO and/or Manager and/or Supervisor and may include an external consultant or industry expert.

### **Selection Process**

A proper screening mechanism shall be set up to receive and screen applications and enquiries measured against basic selection criteria. The information presented in written applications and resumes shall be the basis to sort out those candidates who should be short listed for interview. It will be tested against the job requirements and pre-determined selection criteria.

Locations and times for interviews shall be arranged ensuring that the time is uninterrupted. The short-listed candidates shall be provided with a position description. They shall be informed if the interview will involve written questions and if any tests shall be administered.

Ensure candidates selected for an interview are notified that "The Municipality of Arran-Elderslie will provide accommodations upon request in accordance with the Accessibility for Ontarians with Disabilities Act, 2005".

Candidates shall be presented with the same questions and discussion points in the same order.

The selection committee shall evaluate candidates against the position description and the selection criteria. On that basis, the final choice can be narrowed down. If a second interview is required, it can be arranged. The second interview should not cover the same ground as the first.

Reference checks will be made as part of the assessment process. There is no point in checking references unless the candidate is seriously being considered for the position.

### **Reference Checks**

Reference checks may be conducted to obtain additional or substantiating information concerning an applicant.

Reference checks will not be conducted on internal candidates unless the position they are applying to requires significantly different knowledge, skills or experience than that of any position they have held with the Municipality. The CAO may review an internal candidate's employee file for identified and/or addressed relevant and current performance concerns.

Personal and/or professional reference checks should be undertaken on all new and prospective employees by the CAO or Manager prior to any formal offer of employment.

The Municipality will not conduct or rely on any references obtained without the written permission of the candidate being considered for a vacant position.

### **Candidate Testing**

The application process may require candidate testing and/or assessment to be completed as part of the interview process and/or as a condition of employment. Where testing and/or assessments are used, they will be conducted consistently amongst candidates selected to move forward in a specific recruitment, and will be relevant to a candidate's ability to reasonably perform the duties of the position.

### **Selection Reports**

Staffing and hiring recommendations will be supported by Selection Reports that contain the following information:

- Title of position and reason for vacancy;
- Area and method of search (i.e. internal or open competition);
- How the vacancy was advertised;
- Selection criteria;
- Number of applications;
- Short listed candidates;
- Interview dates;
- Conclusions and recommendations of best candidate(s).

## **6.0 Offer of Employment**

The CAO has the authority to negotiate benefits and vacation terms with new employees that fall within current policies to attract and retain talent effectively. Salary negotiations that fall outside the approved pay grid must be presented to and approved by Council to ensure consistency, compliance with organizational standards and budget constraints.

Following acceptance by the CAO, the initial offer can be made by telephone or at a meeting set aside for that purpose. It must, however, be confirmed in writing on behalf of the Municipality of Arran-Elderslie. The offer should contain:

- The position title.
- Starting salary and reference to the salary range and grid in which the position is placed.
- Starting date and time.
- The probation period that applies to the position.
- Any conditions that must be met (including but not limited to eg. criminal reference check, valid drivers license, medical certificate).

## **7.0** Voluntary Employee

From time to time, the Municipality may have available to them the use of voluntary human resources. Normally, this occurs through either a cooperative placement as part of an educational curriculum or through a court mandated Community Service program. The Municipality welcomes such placements so long as the goals and objectives of the municipality are not obstructed by the placement.

The Municipality does not initiate this "hire".

The Manager will seek the approval of the CAO for placing such individuals within their department. It shall be the Manager's responsibility to ensure that the placement is productive, and attempts meets the goals of the individual seeking placement.