



Staff Report

Human Resources

Report To: Committee of the Whole
Meeting Date: October 23, 2017
Report Number: FAF.17.128
Subject: Hiring of Employees Policy Review
Prepared by: Jennifer Moreau

A. Recommendations

THAT Council receive the Staff Report FAF.17.128 "Hiring of Employees Policy Review" for information;

AND THAT Council approve the staff recommended revisions to the revised policy.

B. Overview

This is a report that details revisions following a regular review of the policy titled, Hiring of Employees Policy.

C. Background

The Town's Hiring of Employees Policy was enacted in June of 2009. The Hiring of Employee's Policy is intended to support the Town of The Blue Mountains commitment to higher performance and to provide equal access to employment, promotions, transfers and career opportunities for all employees or prospective employees based upon leadership, management and technical skills.

The Town's hiring policy is utilized to attract and select qualified and competent candidates to meet the immediate staffing needs of the Corporation and to anticipate and plan recruitment needs through progression and succession planning in consultation with the Senior Management Team and their respective Departments.

D. Analysis

The Hiring of Employees Policy has been revised to include the following (highlighted in yellow on the attached policy):

- The policy now includes a statement regarding Council's obligations in hiring a CAO
- It includes a statement that vacation positions will not be filled automatically budget, overall efficiency and overall organizational needs will be considered.

- All positions will be posted internally and externally concurrently. The previous policy called for internal posting first. In past practice this step was often ignored. A clause now allows internal postings for short-term contracts only.
- Resumes will only be accepted electronically.
- Internal applicants will either receive an interview or have a meeting with Human Resources to discuss qualifications.
- The policy was previously silent on internal applicant's confidentiality. This has now been updated.
- The policy has been updated to state that a Human Resources representative will be present at each interview except for the CAO. This follows our current practice and ensures all interviews are conducted in a manner in an ethical and transparent manner.
- It updates the policy to state who is performing reference checks and how to reflect the change in 2014 when the Town hired an external company to perform reference checks.
- The language in the nepotism section has been updated to include language preventing potential conflict of interest in hiring relatives of senior staff and relatives of Human Resources.
- The Communication section has been added to designate the Human Resources Department as the sole communicators of new employees, transfer of employees and other job-related transitions. This ensures timely and consistent internal messaging.

E. The Blue Mountains Strategic Plan

Goal #4: Promote a Culture of Organizational & Operational Excellence

F. Environmental Impacts

None

G. Financial Impact

The Human Resources department budgets annually for advertisement and recruitment. There have been no budget impacts with the revision of this policy.

H. In consultation with

- Ruth Prince, Director Finance & IT Services
- Michael Benner, Director Planning & Development Services
- Reg Russwurm, Director Infrastructure & Public Works
- Shawn Everitt, Acting CAO
- Rob Collins, Director Enforcement and Fire Services
- Human Resources Engagement Committee

I. Attached

1. Revised Hiring of Employees Policy

Respectfully Submitted,

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Manager Human Resources

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Hiring of Employees Policy

POL.COR.07.06 (formerly)

Policy Type: Corporate Policy
Date Approved: **Last Revised & Approved: 06.22.09**
Department: Human Resources
Staff Report: FAF.17.128
By-Law No.: N/A

Policy Statement

The Hiring Policy is intended to support the Town of The Blue Mountains commitment to higher performance and to provide equal access to employment, promotions, transfers and career opportunities for all employees or prospective employees based upon leadership, management and technical skills.

The Corporation's Hiring Policy shall be utilized to attract and select qualified and competent candidates to meet the immediate staffing needs of the Corporation and to anticipate and plan recruitment needs through progression and succession planning in consultation with the Senior Management Team and their respective Departments.

Purpose

The purpose of this policy is to provide direction and consistency for the recruitment and selection of approved staff in the Town of The Blue Mountains.

Application

The Policy shall apply to the hiring of a **Chief Administrative Officer (CAO) by Council**, the hiring of members of the Senior Management Team by the CAO subject to approval by Council and the hiring of all other Town staff by the CAO. The CAO may authorize a member of the Senior Management Team and/or designate(s) to assume his/her authority as he/she so chooses.

Definitions

“Temporary Contract Employee” means a full or part-time employee who is hired for a specific time and/or specific job or project and whose employment is terminated upon completion of that period, job, or project.

“Employee” means a permanent employee filling an approved position.

“Nepotism” the practice among those with power or influence of favoring relatives or friends, especially by giving them jobs.

“Part Time Employee” means an employee who is hired for work of a part time, seasonal, or casual nature.

“Permanent Employee” means a full-time employee who has satisfactorily completed his/her probationary period of employment and has been placed on permanent staff of the Town of The Blue Mountains.

“Probationary Employee” means an employee in good standing who is being considered by the Town of The Blue Mountains for permanent employment subject to the satisfactory completion of the probationary period.

“SMT” means the Senior Management Team members responsible for Departments or Divisions.

“Selection Committee” means that Committee created from time to time to undertake the recruitment and selection process.

“Town” means the Corporation of The Town of The Blue Mountains.

“Years of Service” means the length of continuous service of a permanent employee including the probation period.

Procedures

1. General Recruitment

The process for hiring the CAO will be at the direction of Council approved by Council.

For all new positions below the level of CAO the Department Head and/or designate(s) will firstly identify staffing requirements through the annual budget process. For non-budgeted personnel, the Department Head, in consultation with the Chief Administrative Officer, shall present a report to Council for consideration.

Replacement of budgeted vacant positions is not automatic and the most efficient and economical use of staff complement is a priority for the SMT. Should the Department Head

deem that a replacement employee is required as a permanent employee, contract or part-time position, the vacant position will be considered as a group by SMT with budget, department efficiency and overall organizational needs being considered.

2. Job Posting & Advertising

The recruitment process outlined herein shall apply to internal and external candidates.

Posting

All positions that become available will be posted internally and externally concurrently. The only exception will be short term contracts with a duration of less than six months will be posted for internal applicants only for a duration of five days. The department Head and/or designate will work with Human Resources to review the current job specifications to ensure they are up to date and accurate. All changes to job descriptions beyond minor adjustments will require evaluation thru the town's external compensation consultant. An employment advertisement is then prepared by Human Resources, in consultation with the Department Head and then submitted to applicable advertising agencies and for posting on the Town Web Site. Internal notice shall be given to each Department through electronic mail. For those with limited computer access the department supervisor shall print and post in a suitable location for employees to review and to make application. The job posting will be open for applicants for a minimum of ten (10) working days. For proper record retention and document control applications to open positions will only be accepted via electronic mail as stipulated in the job posting.

Internal Candidate Applications from interested employees are welcomed and encouraged. Those who wish to apply are required to do so in writing via electronic mail. Internal applications will be duly considered in light of the requirements of the position and other applications received. All internal applicants are either interviewed or alternatively met with by the Manager of Human Resources as a courtesy to be advised why they will not be interviewed for the position.

All employees currently on the payroll at the time of the posting, including temporary contract, summer students/co-op students, part-time and volunteer firefighters, are eligible to apply for all postings should they feel they have the required qualifications. Should an applicant who is currently a member of another Department become the selected candidate, then the Department Head and Human Resources will communicate with the second Department and discuss when the employee will be made available. Internal applicants who are successful for contract positions will be back-filled in their original position.

Acknowledgement of Applications

Due to the volume of applicants received in normal recruitment applicants will only be contacted if they are selected for an interview.

Confidentiality of Applications

External candidate applications are kept confidential from their current employers unless otherwise authorized by the candidate.

Internal applications will remain confidential until an internal candidate is announced as the successful candidate, unless otherwise authorized by the candidate.

Retention of Applications

Application records are retained on file at the Corporation in accordance with the Town of The Blue Mountain's Retention By-Law (The Corporation of the Township of Collingwood By-Law No: 93-53).

Applications of those hired are retained on file permanently as part of the employee corporate personnel files.

Screening of Applications

Initial screening and short listing of applicants will be completed by the Human Resources department. Within one week of the posting closing the HR department will complete the screening tool and present to the hiring manager a short list to consider for interview selection. The hiring manager will have an opportunity to review the full applicant pool and the screening tool completed by HR. The short-listing tool will become a part of the permanent competition file.

The hiring manager will have final decision of applicants to be interviewed and Human Resources will arrange for preliminary interviews.

Interviews

The Human Resources department in consultation with the hiring manager shall develop questions and scoring format to be used by the interview team prior to setting the interview/testing date(s). The Selection Committee will review this and amend as agreed by the Committee.

A selection committee will be selected by the hiring manager and HR. All selection committees will include at a minimum the hiring manager and a HR representative. All interviews below the level of Manager will include the HR & HS Coordinator/designate and all interviews at or above the level of Manager will include the HR Manager/designate, with the exception of CAO.

Human Resources will co-ordinate the interview schedule in consultation with the Selection Committee. A Selection Committee consisting of no less than three (3) individuals, shall be appointed to carry out the interview process. Individuals who have experience or who have been trained in the interview process would be an asset. More than one interview may be required.

For senior positions, the Selection Committee should include representatives from at least two departments including the CAO.

All interviews will be conducted in a manner that results in an exchange of information. Interviewers will ask only job-related questions, answer to which will help assess the candidate's experience and potential for the position. Ample time and opportunity to ask questions concerning the position will be given. The interview should also serve as an opportunity to present Town philosophy, salary information and benefit program.

The interview must assess leadership, management and technical skills. Behavioural questions must be used to assess customer service skill. Values are very important to the Town.

Skills Demonstration

Some positions require skills for which a known level of competence must exist. In this instance, the Selection Committee may request applicants to demonstrate these skills by completing a job-related work example exercise. It must be evident that any selected work-sample exercise accurately measures the knowledge or skill required for a particular job. Results of work samples must prove to be a valid prediction of job performance. If such an exercise is deemed to be appropriate, all applicants being interviewed for the position will be asked to perform the same exercise.

Employment Reference Checks

Human Resources conducts reference checks via a third-party reference company. Human Resources will ensure the final selected candidate shall have formal references completed, subject to agreement by the applicant. Final candidates who do not agree to a formal reference check will be eliminated from the selection process. The hiring manager will be provided with a formal report that includes the following verification of employment information:

- dates of employment
- position held and/or recent job titles
- educational qualifications
- employment history
- work performance
- attendance records
- circumstances surrounding termination
- other information relating to the applicant's suitability for employment
- police background check

Reference check information is documented as part of the data collected in the selection process. Reference check material will be retained until successful completion of probation with the employee's corporate personnel file.

Nepotism

As per the Municipal Act no current member of Council is eligible to apply for employment within the Town.

The Town will not show preference for, nor will it discriminate against, any relatives of employees, elected representatives or appointed representatives who wish to apply for employment, promotion/transfers or career opportunities.

Immediate relatives of an existing employee, a member of Council or a local board (i.e. parents, daughter, son, brother, sister, wife or husband, or any relatives by spousal relationship) may be employed by the Town even in the same Department, or be employed in positions where they report to the same immediate supervisor, if there is no direct or indirect reporting relationship (i.e. one relative may not supervise another relative). Due to potential direct and indirect reporting, for staff holding senior positions and in the human resources department there shall be no relatives from immediate family hired within any department except for summer students, co-op students and volunteer fire fighters.

No member of a Selection Committee will be a relative of any candidate interviewed for a position.

No employee shall deal with an application for employment, promotion/transfer or career opportunities submitted by any relative.

If employees become members of the same household after becoming employed, they may continue their employment if there is not:

- A direct reporting relationship between the two employees, or
- An actual conflict of interest, or the appearance of a conflict of interest

If one of the above situations occurs, an attempt will be made to find a suitable position to which one of the affected employees may transfer. If accommodations of this nature are not feasible the employer, in consultation with the two employees, will determine which one of them will resign with a reasonable time frame.

Selection Process

If the reference check process is successful, the Hiring Manager or Manager of Human Resources will enter into discussions with the preferred candidate in order to secure the candidate of choice.

If negotiations with the preferred candidate are unsuccessful, the process could repeat itself with a second candidate.

Letters of Offer of Employment

Consideration for applicants requires that the Selection Committee make a selection decision promptly. If additional time is required, all interviewed applicants should be contacted and so advised. A job offer shall be extended to the applicant by the Hiring Manager or Human Resources regarding the terms of employment and conditions of employment (e.g. Job status, job level, pay rate, hours of work, benefits, vacation, probation, professional development requirements etc.) If the candidate requires training and education as part of the offer it shall be stipulated in the hiring letter and the timeframe and consequences for not completing shall be stipulated.

The Job Classifications and Salary and Wage Ranges shall be in accordance with the Salary Administration Plan as approved and amended from time to time by the Town of The Blue Mountains.

Generally, a verbal offer is made, followed by a confirming letter from the hiring Department Head. The written offer of employment, in the Town's standard format, shall be forwarded to the new employee in duplicate form with a space to be signed and dated for return by the successful candidate. Included in the confirming letter of employment are the Town's terms of employment, probation period, job description and an overview of the benefits program.

At the time, the position is accepted the hiring manager is responsible to communicate with the Information Technology department to arrange all resources needed prior to and on the employee's start date.

Unsuccessful Applicants

Respect and sensitivity for an applicant's confidence require that the Human Resources department be prepared to review their interview material, if requested.

Unsuccessful internal candidates will be met by the hiring Department Head and advised of the competition results, their strong and weak areas and be provided with any career counselling the Department Head deems appropriate.

The HR & HS Coordinator/Designate will be responsible for advising all unsuccessful interviewed applicants in writing via electronic mail.

Completion of Documentation

At the time, a new employee commences work, all documentation relating to income tax, benefits, etc., shall be completed with the Compensation and Benefits Coordinator who will be responsible to take the necessary steps in enrolling employees on the appropriate benefit programs, securing the required documentation and placing them on the payroll system.

Probationary Period

A newly hired employee shall be on probation for a minimum of six months of his/her employment. Subject to the satisfactory completion of this probation period and the completion of a Performance Evaluation, the employee may be placed on permanent staff, and if so placed on permanent staff, years of service shall be effective from the original date of employment. A probationary or part time employee has no years of service rights.

It is the responsibility of the hiring Department Head to ensure that a performance evaluation is completed whenever a probationary employee is proceeding from the probation period to regular status and following the determination of suitability of continuing employment, placed in the employees Corporate personnel file along with a letter confirming the employee has successfully completed probation.

Communication

The Human Resources department is responsible for all internal communication of new employees, transfer of employees and other job-related transitions.

Employee Orientation

The hiring Department Head in collaboration with human resources will ensure that the necessary guidance and indoctrination support is provided for new staff joining the Corporation or internal staff assuming new roles.

Orientation shall include:

- Position description and reporting relationship
- Appropriate review of Health & Safety policies
- Introduction to Staff (tour the new employee to all departments as appropriate)
- Tour of the facilities, parking area, washrooms, first aid kits and fire exits
- Training on the use of the computer programs and how to find information, formal training on the IT Security Policy
- Training on equipment required for performance in the position
- Review of Employee Orientation documents as may be developed
- Follow-up to ensure the employee feels at ease and can work safely in their new position.

Consequences of Non-Compliance

Breaches of this policy will be dealt with thru the Town's progressive discipline policy.

Review Cycle

This policy will be reviewed once per term of council or as required due to legislative change.