



Policy

POL.COR.22.02 Hiring of Employees Policy

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Policy Statement

The Hiring of Employees Policy is intended to support the Town of The Blue Mountain's 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 of Employees Policy shall be utilized to attract and select qualified and competent candidates to meet the immediate staffing needs of the Town 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 their authority as they so choose.

Definitions

Behavioural-based Interview Questions— a job interviewing technique in which a candidate is asked to provide specific examples of situations from their past employment and describe how

they demonstrated certain behaviours, knowledge, skills, and abilities to assess whether they have the skills and competencies required for the position.

Employee – a person hired by the Town of the Blue Mountains to fill an approved position.

Hiring Manager – the manager/supervisor who is responsible for filling a vacancy, including making the hiring decision.

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

Permanent Full-Time Employee – an Employee who is hired to work on a full-time basis (35 hours or more per week) with no predetermined end date.

Permanent Part-Time Employee – an Employee who is hired to work on a part-time basis (less than 35 hours per week) with no pre-determined end date.

Pre-Identified Candidate – a candidate with the knowledge, skills, and abilities to do a specific job or project. For example, a former Employee who has experience in the identified area.

Probationary Employee – 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.

Seasonal Employee – an Employee hired for a specific season i.e., Seasonal Roads Operators in winter or Seasonal Parks Labourers in summer. Upon the predetermined end date of the season, the Employee's employment is terminated. Seasonal Employees are eligible for rehire in subsequent seasons without a competition.

Selection Committee – the Committee created to undertake the recruitment and selection process for a competition.

SMT – the Senior Management Team members responsible for Departments or Divisions.

Temporary Full-Time Employee – an Employee who is hired to work on a full-time basis (35 hours or more per week) whose employment is terminated upon predetermined end date or project completion.

Temporary Part-Time Employee – an Employee who is hired to work on a part-time basis (less than 35 hours per week) whose employment is terminated upon predetermined end date or project completion.

Town – The Corporation of The Town of The Blue Mountains.

Years of Service – the length of continuous service of a permanent Employee including the probation period.

Procedures

Legislative Requirements

This policy complies with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the Ontario Human Rights Code.

All internal candidates and external candidates shall receive equal treatment with respect to employment without discrimination because of a protected ground under the Ontario Human Rights Code.

The Town will comply with all requirements of Ontario Regulation 191/11 of the AODA, the Integrated Accessibility Standards Regulation (IASR), by:

- Considering the accessibility needs of all applicants with disabilities;
- Removal of unnecessary barriers that restrict employment;
- Notifying all applicants of the availability of accommodation throughout all steps of the recruitment process; and
- Providing individual accommodation plans (upon request).

General Recruitment

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

For all new positions below the level of CAO, the Department Head and/or designate(s) will initially 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 or Temporary position, the vacant position will be considered as a group by SMT with budget, department efficiency and overall organizational needs being considered.

Job Posting & Advertising

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

Unionized positions will be posted in accordance with their Collective Agreement.

- i. The Hiring Manager shall complete a Job Requisition Form to initiate the recruitment process for the job vacancy. By authorizing and submitting the Job Requisition Form, the Hiring Manager will confirm that any internal departmental approval process and/or notifications have been completed.

- ii. 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.
- iii. All changes to job descriptions beyond minor adjustments will require evaluation through the Town's external compensation consultant.
- iv. An employment advertisement is then prepared by Human Resources, in consultation with the Hiring Manager/Department Head and then submitted to applicable advertising agencies and for posting on the Town Website.
- v. Internal notice shall be given to each Department through electronic mail to the Town distribution list Mail Users.
- vi. All Permanent Full-Time, Permanent Part-Time, and Regular Seasonal vacancies will be posted internally and externally for a minimum of seven (7) business days and can be extended at the discretion of the Hiring Manager in consultation with Human Resources.
- vii. All Temporary Full-Time and Temporary Part-Time positions will be posted internally and/or externally for a minimum of seven (7) business days and can be extended at the discretion of the Hiring Manager in consultation with Human Resources.
- viii. For Temporary Full-Time and Temporary Part-Time positions less than three (3) months in duration, the Hiring Manager can elect not to post the position if they have a Pre-Identified Candidate.
- ix. A three-month assignment can be extended for up to one (1) additional month before it must be posted as a formal competition.
- x. If a Temporary Full-Time or Temporary Part-Time position becomes a Permanent Full-Time or Permanent Part-Time (i.e., approved through the budget process or a Permanent Employee does not return from a Leave of Absence or other work assignment), the Employee in the Temporary position may be placed in the Permanent position without a job posting competition, subject to acceptable performance and Department Head approval.
- xi. If a vacancy for a recently filled position becomes available up to six (6) months from the date of the original job posting, the vacancy does not need to be re-posted. Candidates who applied to the original posting may be considered from the previous applications.
- xii. For proper record retention and document control, applications to open positions will only be accepted through the Employment Opportunities page on the Town's website or via email to the Human Resources department. Applicants who require accommodation during the recruitment process can contact Human Resources.

Internal Candidates

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 Candidates 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 Head and discuss when the Employee will be made available. Internal applicants who are successful for contract positions will be backfilled 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 with the Town in accordance with the Town of The Blue Mountain's Retention By-Law.

Applications of those hired are retained on file permanently as part of the Employee's Corporate personnel file.

Screening of Applications

The Town strives to attract the best qualified candidates through the uniform application of its selection procedures.

As an equal opportunity employer, the Town values diversity and is committed to the principles found in the Ontario Human Rights Code.

Initial screening and short listing of applicants will be completed by the Human Resources department. Within one week of the posting closing the Human Resources 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 Human Resources. 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 Human Resources. All Selection Committees will include at a minimum the Hiring Manager and an HR representative. All interviews below the level of Manager will include the HR & HS Advisor/designate and all interviews at or above the level of Manager will include the Manager of Human Resources /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 Management Team Positions, the Selection Committee shall include Senior Management Team 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, answers 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, customer service and technical skills. Behavioural-based Interview Questions will be used to evaluate a candidate's knowledge, skills, abilities, and behaviors required for the position. Competencies based on the Town's Core Values are also 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 Management 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 Firefighters.

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 within 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 and conditions of employment (i.e., 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 Human Resources Department 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 Administrator 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 their 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 Years of Service shall be effective from the original date of employment.

It is the responsibility of the Hiring Manager 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 Employee's 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 Manager in collaboration with Human Resources will ensure that the necessary guidance and indoctrination support is provided for new staff joining the Town or internal staff assuming new roles.

Orientation shall include:

- Position description and reporting relationship;

- Appropriate review of Corporate and 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.

Exclusions

None

References and Related Policies

- Job Requisition Form
- POL.COR.13.14 Progressive Discipline
- POL.13.16 Integrated Accessibility Standards Regulation

Consequences of Non-Compliance

Any attempt to improperly influence a recruitment or selection decision (including the selection of interview candidates) will be reviewed by the Director, Human Resources, and the CAO and if verified, shall result in appropriate disciplinary action.

Breaches of this policy will be dealt with through 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.