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## RECRUITMENT, SELECTION AND HIRING POLICY

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**WHEREAS** it is important for the municipality to have policies in place with respect to the recruitment, selection and hiring of staff to meet the needs of the Corporation;

**AND WHEREAS** in the past there has been no formal policy with respect to recruitment, selection and hiring of employees for the Municipality;

**NOW THEREFORE** the following shall be the policy for recruitment, selection and hiring:

### 1. **POLICY STATEMENT**

Staffing is an essential process to ensure continuity of operations. It is the policy of the Municipality to recruit, select, retain, promote and assign the most qualified human resources available in order to fulfill its objectives. This shall be accomplished by making staffing decisions based on qualifications, ability and performance. This will ensure equal treatment and opportunity for all employees and job applicants regardless of race, nationality, colour, religion, sex, marital status, physical disability or any other factor unrelated to job performance. All vacant positions shall be staffed within the framework of legislation, applicable collective agreement(s), budgetary limitations and corporate needs.

### 2. **SCOPE**

This policy applies to all hiring within the Corporation.

### 3. **CATEGORIES OF EMPLOYMENT**

- a. Permanent Full-time: persons who normally work a full five day week. These employees are entitled to all staff benefits.
- b. Permanent Part-time: persons whose appointment calls for a specific lesser number of hours a day, or days per week on a continuing basis. Such employees are only eligible for benefits (standard deductions) as specified by legislation i.e. Employment Standards Act.
- c. Casual: persons hired to cover unscheduled, unforeseen or intermittent work. Such employees are only eligible for benefits (standard deductions) as specified by legislation i.e. Employment Standards Act.
- d. Student: a person who is registered and attends an educational

institution on a full-time basis. Such employees are only eligible for benefits (standard deductions) as specified by legislation i.e. Employment Standards Act.

- e. **Contract:** a person engaged under a letter of agreement, or a formal contract to carry out special projects for a specific period of time. Such employees are only eligible for benefits (standard deductions) as specified by legislation i.e. Employment Standards Act.

#### 4. **DEFINITIONS:**

**“Accommodation/accommodate”** refers to the design and adaptation of the work environment to the needs of as many types of persons as possible and, according to the Supreme Court of Canada, refers to what is required in the circumstances of each case to avoid discrimination. Several examples of accommodation are listed in the Accommodation Procedure.

**“Adaptive technology”** consists of work-related devices or equipment that allow employees with disabilities to participate as fully as possible in the workplace and include items such as magnification software and hardware, voice recognition software and augmentative communication devices.

**“Attendant services”** refers to the provision of services to persons with disabilities who require assistance with the duties of their position, as well as assistance with activities of everyday living during the employees' hours of work.

**“Barriers”** are physical barriers as well as formal or informal policies and practices that restrict or exclude persons in the designated groups from employment opportunities.

**“Bona fide occupational requirements”** according to the Supreme Court of Canada, are those requirements that:

- the employer has adopted for a purpose or goal that is rationally connected to the functions of the position;
- the employer has adopted in good faith, in the belief that they are necessary to fulfil the purpose or goal; and
- are reasonably necessary to accomplish the purpose or goal in the sense that the employer cannot accommodate persons with the characteristics of a particular group without incurring undue hardship.

**“Candidates”** includes applicants from outside Mississippi Mills, as well as existing employees who are participating in a recruitment process.

**“Employees”** includes full-time, part-time, casual, seasonal, contract employees.

**“Employment and employment-related opportunities”** - includes appointments, promotions, deployments, secondments, assignments, training and career development opportunities.

**“Facilities”** includes premises and equipment.

**“Flexible work arrangements”** include but are not limited to flex time and compressed work weeks for qualifying employees. (Please refer to Mississippi Mills’ Flex Arrangement Policy)

**“Persons with disabilities”** as defined by the Employment Equity Act, are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

- consider themselves disadvantaged in employment by reason of that impairment; or
- believe that an employer or potential employer likely would consider them disadvantaged in employment by reason of that impairment.

These would include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

For the purpose of this policy, persons with disabilities do not have to fall strictly within this definition. Examples of types of disabilities that may require accommodation are listed in the Accommodation procedure.

**“Recruitment processes”** include open, closed or without competition staffing actions that result in a permanent or temporary appointment or deployment. Recruitment processes encompass all related activities such as establishing qualifications, advertising, assessment, giving notice that an appointment or deployment has been made, recourse and disclosure, as well as any related communications with candidates.

**“Relative”** shall mean the wife, husband, father, mother, father-in law, mother-in-law, sister, brother, son, daughter, son-in-law, daughter-in-law, brother-in-law, sister-in-law, grandparents, common law spouse, grandchildren, niece, nephew, foster child and / or the equivalent members of a blended family of a member of council, local board or committee of council of the municipality.

**“Systems”** includes information systems and employment systems (such as policies, practices, directives and guidelines).

## 5. DUTY TO ACCOMMODATE

The Municipality is committed to ensure the full participation of persons with disabilities in the employ of Mississippi Mills whether as candidates for all categories of employment or as employees by:

- identifying and removing barriers to employment, career development and promotion of persons with disabilities unless doing so would result in undue hardship;
- designing all employment systems, processes and facilities to be accessible by building accommodation into workplace standards, systems, processes and facilities; and
- accommodating individuals when such barriers cannot be removed. Such accommodation must be made to the point of undue hardship taking into consideration issues of health, safety and cost. Accommodation must

also be based on the circumstances of each case and must respect an individual's right to privacy and confidentiality.

## **6. ACCOMMODATION PROCEDURE**

- 6.01** The accommodation process should be as uncomplicated as possible and should respect the dignity and privacy of the person being accommodated. This can be accomplished if, at the time any person applies for a position, he or she is asked whether or not **an Individual Accommodation Plan** is required. The inquiry should be made again at the time of appointment or at the beginning of any other staffing process.
- 6.02** A request for accommodation need not be in writing, but should be communicated as clearly and specifically as possible. The person to whom the request has been directed should **follow the municipality's Individual Accommodation Process and Plan by** doing the following.
- i. Determine the type of accommodation required, based on information provided by the candidate or employee.
  - ii. If the candidate or employee does not know what type of accommodation is required, consult experts in the field to determine the appropriate accommodation. This could include the person's own physician, psychologist or experts on the condition requiring accommodation.
  - iii. Provide the accommodation based on the request of the person being accommodated, or, if necessary, on the advice of experts.
- 6.03** Persons requesting accommodation may be asked to provide documentation from a qualified health care professional to clarify the limitations caused by the disability and/or the type of accommodation that would be most effective. Any medical records provided should be kept strictly confidential and separate from personnel files. Requests for this type of information should come from the OHSS.
- 6.04** Departments are expected to integrate into their budgets and financial planning exercises the resources necessary to accommodate their employees. When considering cost, it should be kept in mind that in many cases the cost will be amortized over the employee's entire career.
- 6.05** The Municipality will notify employees and candidates about the availability of accommodation in the recruitment, assessment and selection processes.

## **7. HIRING PROCEDURE**

- 7.01** Prior to a position being posted, the following steps shall be undertaken:
- Actual staffing and job requirements will be considered

- The need for the position will be assessed
- The job description will be developed or reviewed for any changes
- The salary level will be reviewed
- Approval of Council to fill the position shall be obtained prior to advertising for permanent staff positions

## **7.02 Recruitment Process**

### **A. Union Process**

The recruitment for unionized positions shall be in accordance with the current Collective Agreement(s).

### **B. Non-Union Process**

#### **i) Posting of Positions**

When a vacancy occurs or a new position is created, the position shall be posted concurrently internally and externally for a period of at least ten days or as otherwise determined.

Each posting, both internal and external shall contain a deadline for submission and will state the title, department, description of duties, qualifications, experience necessary to be considered for the position and reference the availability of accommodation for applicants with disabilities.

#### **ii) Internal Postings**

Employees who have completed their probationary period are eligible to apply for posted positions. Only employees who apply and meet the minimum qualifications of the position shall be considered for an interview. Consideration will be given to the applicant's previous job performance, work history and qualifications. The most qualified candidates will be selected for interviews.

Employees who change positions through the job posting procedure will normally be prohibited from applying for new postings until they have completed a minimum of six months in the new position. The waiting period can be waived due to extenuating circumstances that are acceptable to the responsible Directors and Council.

Position vacancies shall be posted on bulletin boards in all facilities where staff is positioned.

Employees who apply for posted positions are required to state how they meet the qualifications stated in the posting. No applications will be accepted after the deadline.

#### **iii) External Postings**

Position vacancies shall be advertised externally for at least a period of ten days as follows:

- Non-Management Positions – shall be advertised in a newspaper(s) having general circulation within the Municipality.
- Management Positions – shall be advertised in a newspaper(s) having general circulation within the Municipality.
- All positions shall be posted on the Municipality's website under a section entitled "Employment Opportunities".
- Alternatively, positions requiring specific municipal experience, i.e. Clerk, Director of Recreation, etc. may be posted on association websites and broadcast to association members via e-mail. Examples of associations would include the Association of Municipal Clerks, Treasurers and Municipal Managers, Ontario Recreation Facilities Association, etc.

## **C. Assessment**

### **i) Permanent Full and Part Time Positions**

Interviews for permanent part-time or full-time positions shall be undertaken by a Hiring Committee. The Hiring Committee shall be comprised of the following:

#### **a. Non Management Positions**

- CAO
- Department Head or designate
- Supervisor (if applicable)

#### **b. Management Positions**

- Hiring Selection Committee
- CAO

#### **c. CAO Position**

- Non Union Personnel Committee

### **ii) Procedure**

For non management positions, normally only one interview will be required. For management positions, a second interview may be conducted, depending on the requirements of the Hiring Committee. For the CAO position, a second interview may be conducted and/or a presentation with all members of Council.

### **iii) Accommodation**

During recruitment job applicants will be notified when selected to participate in the assessment process (interview and testing) that accommodations are available upon request in relation to the materials or processes to be used, taking into account the applicant's accessibility needs due to their disability.

### **iv) Testing**

Prior to the second interview being conducted or to hiring, the Municipality may require that testing be undertaken. Testing will be limited to measures that will reflect the candidate's ability to perform the duties of the position. Failure to meet the tests expected standards will result in the elimination of the candidate from selection.

### **v) Presentations**

As part of a second interview, candidates may be required to prepare and deliver a presentation to the Hiring Committee on a topic relevant to the position.

Interview questions and assessment forms for hiring shall be based on up to date job descriptions.

The Hiring Committee shall ensure that the following is undertaken for each hiring:

- review the applications submitted and determine a shortlist of candidates to be interviewed
- develop interview format, questions, scoring model, etc.
- conduct reference checks prior to finalizing its decision on the preferred candidate
- make a recommendation to Council on the preferred candidate for the position and the pay level to be offered

### **vi) Final Offer**

The final recommendation to hire will be made by the Hiring Committee based on the results of the interview(s), any testing that may have been required, reference checks and subject to Council or delegated approval.

A final offer is conditional upon the following:

- providing a Criminal Reference Check satisfactory to the Municipality
- providing a Driver's abstract
- receipt of a signed Criminal Convictions Disclaimer

The final offer shall notify the selected candidate of the Municipality's policies for accommodating employees with disabilities, including the requirement for the completion of a workplace emergency response form. Where required, individual accommodation plans shall be developed.

The successful candidate shall respond to the offer within three (3) working days.

The CAO will formally notify in writing all unsuccessful candidates interviewed for permanent full and part time positions.

The respective Department Head shall notify in writing all unsuccessful candidates interviewed for casual and student positions.

#### **D. Casual and Student Positions**

Interviews for casual and student positions may be undertaken by the respective Department Head and supervisor, if applicable.

##### **i) Procedure**

Interview questions and assessment forms for hiring shall be based on up to date job descriptions.

The Department Head and / or supervisor shall:

- review the applications submitted and determine a shortlist of candidates to be interviewed
- develop interview format, questions, scoring model, etc.
- conduct reference checks prior to finalizing its decision on the preferred candidate, if required
- make a recommendation to Council or delegate on the preferred candidate for the position and the pay level to be offered

##### **ii) Evaluation**

Candidates will be evaluated based on their qualifications and experience including their previous work history, educational background, transferable skills, and quality of application / resume submitted and any other job-related criteria outlined on the job description for the respective position.

##### **iii) Final Offer**

The final recommendation to hire will be made by the Hiring Committee based on the results of the interview(s), any testing that may have been required, reference checks and subject to Council or delegated approval.

A final offer is conditional upon the following:

- providing a Criminal Reference Check satisfactory to the Municipality
- providing a Driver's abstract
- receipt of a signed Criminal Convictions Disclaimer

The final offer shall notify the selected candidate of the Municipality's policies for accommodating employees with disabilities, including the



requirement for the completion of a workplace emergency response form. Where required, individual accommodation plans shall be developed.

The successful candidate shall respond to the offer within three (3) working days.

The CAO will formally notify in writing all unsuccessful candidates interviewed for permanent full and part time positions.

The respective Department Head shall notify in writing all unsuccessful candidates interviewed for casual and student positions.

#### **iv) Post Evaluation Interview**

The CAO will conduct any post selection follow ups with candidates of permanent full and part time positions who request same.

The respective Department Head will conduct any post selection follow ups with candidates of casual and student positions who request same.

### **8. DOCUMENTED INDIVIDUAL ACCOMMODATION PLANS**

Individual accommodation plans, where required shall be implemented as follows:

- the employee shall be consulted in determining their requirements on an individual basis
- outside medical resources may be consulted to assist in determining if and how the accommodation can be achieved
- allow the employee the opportunity to have a co-worker, family member, etc. participate in the process
- the employee's privacy shall be paramount and where possible in the implementation of the plan kept confidential
- the plan once implemented, shall be reviewed after an initial month's trial period and then annually thereafter
- if an individual plan is denied, a written explanation shall be provided with a copy placed in the employee's personnel file
- the plan shall be in a format that takes into account the accessibility requirements of the individual, and may include communication supports

Managers of employees requesting accommodation plans should refer to the municipality's Individual Accommodation Plan and Process.

### **9. RETURN TO WORK PROCESS & PLAN**

The return to work process has been developed to support employees who have been absent from work due to a disability and require disability-related accommodations to return to work. Managers with employees requiring a return to work plan should refer to the municipality's Return to Work Process and Plan. The process includes:

- initiating the leave and staying in contact with the employee

- gathering relevant information and assessing individual needs
- developing a return to work plan, and
- implementing, monitoring and updating the plan.

## **10. OTHER EMPLOYMENT RELATED MATTERS**

### **10.01 Accessible Performance Management**

The accessibility needs, as well as individual accommodation plans, of employees with disabilities will be taken into account in the performance management process. Appraisal forms shall be provided in an alternate format and/or with communication supports upon request.

### **10.02 Accessible Career Development and Advancement**

The accessibility needs, as well as individual accommodation plans, of employees with disabilities will be taken into account when providing career development and advancement opportunities including any required training or the development of a new individual accommodation plan to allow the career development or advancement to occur.

### **10.03 Accessible Redeployment**

The accessibility needs, as well as individual accommodation plans, of employees with disabilities will be taken into account prior to redeployment of an employment to a new role, facility, workspace, etc. and shall be adjusted as required.

## **11. HIRING OF RELATIVES OF MUNICIPAL EMPLOYEES AND MEMBERS OF COUNCIL, LOCAL BOARDS AND COMMITTEES OF COUNCIL**

### **11.01 Recruitment of a relative is permissible provided:**

- standard competition procedures have not been circumvented;
- the applicant is the most qualified;
- no undue influence was exerted on the recruiting supervisor or team; and
- no potential conflict appear to exist.

### **11.02 Members of the same family are permitted to work for the Municipality provided** they possess the necessary qualifications to perform the positions they were appointed to and there is no direct supervisory relationship between the members.

### **11.03 Should employees marry or become members of the same household after becoming employed by the Municipality, they may continue their employment as long as there is no:**

- Direct reporting relationship between the two employees;
- Actual conflict of interest or the appearance of a conflict of interest.

If one of the above situations occur, the Municipality will make every effort to find a suitable position to which one of the affected employees may

transfer. If accommodations of this nature are not feasible, the respective employees will determine which one of them will resign.

No member of Council, a local board or employee who are related to an applicant for a position with the Municipality shall be involved in the interview for same. The member of Council, local board or employee shall remain neutral and in no way influence the interviewers who are involved with the hiring of the position to which the relative has applied.

## **12. PROBATIONARY PERIODS**

**12.01** The probationary period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. The Municipality uses this period to evaluate employees' capabilities, work habits, skills and overall suitability for the position.

**12.02** All new and rehired employees work on a probationary basis for the first:

- Six (6) months for non management positions
- One (1) year for management positions

unless a different period of time is specified at the time of employment. Council must approve any variations to the above noted probationary periods prior to the preparation of an offer letter.

**12.03** At least two (2) weeks prior to the end of a probationary period,

- the supervisor (in conjunction with the Director, where appropriate) for non management positions
- the Chief Administrative Officer for management positions
- the Hiring Selection Committee for the Chief Administrative Officer position

will review a new employee's performance and make a recommendation to Council on whether or not such employee will continue employment with the Municipality. The respective supervisor will advise the employee of the decision with respect to continued employment.

**12.04** If the respective supervisor, on the approval of Council, determines that the designated probationary period does not allow sufficient time to thoroughly evaluate the employee's performance, the probationary period may be extended for a specific period. The employee shall be advised by the respective Director for non management positions and the CAO for Director positions and Council for the CAO position.

**12.05** Any significant absence of employment during a probationary period will automatically extend the probationary period by the length of the absence.

**12.06** During the probationary period, new employees are eligible for those

benefits required by law, except that full-time employees will commence the benefit program according to the terms and conditions of the program. Exceptions to the commencement of benefits must be approved by Council and be included in the letter of offer.

- 12.07** Upon satisfactory completion of the probationary period, employees will be classified as full-time or part-time as appropriate. At this time, employees will be eligible for other employer provided benefits. After completion of the probationary period, service accumulation for the purposes of salary and vacation administration, will be effective from the original date of employment.

### **13. COMPENSATION FOR NEW EMPLOYEES**

#### **13.01 Upon Hiring**

A newly hired employee will be appointed to the pay grid applicable to the position.

In determining the pay structure on hiring, the following factors must be taken into account:

- a. The pay range for the position;
- b. The qualifications and experience of the candidate (minimum qualifications = minimum of range)

It is expected that the majority of new employees will be placed at the minimum level of the pay scale for the position upon hiring. However, new employees who have significantly higher qualifications or experience than those normally required for the position may be paid a salary in excess of the minimum salary for the position. Any recommendation of the Hiring Committee to start a new employee beyond the minimum level of the pay scale must be approved by Council or delegated authority.

#### **13.02 Salary Adjustments**

##### **i) Annual Review**

Each employee's compensation will be reviewed annually on the employee's anniversary date. Movement upwards to the next step in the pay scale is dependent upon satisfactory performance being attained as evidenced by a performance appraisal that indicates such a performance level. Assuming satisfactory performance has been achieved, the employee will progress to the next step in the pay scale until the maximum of the pay scale has been attained.

Movement to the next step will not be processed until a performance review has been completed indicating a satisfactory performance level, approved by the appropriate Director and forwarded to the Chief Administrative Officer.

Performance reviews will be undertaken as follows:

- the supervisor (in conjunction with the Director, where appropriate) for non-management positions
- the Chief Administrative Officer for management positions
- the Hiring Selection Committee for the Chief Administrative Officer position

For management and CAO positions, Councillors will be pre-consulted for their input including the identification of any training requirements or setting of performance objectives.

## **ii) Promotion**

A promotion occurs when an employee is appointed to a position which carries a higher pay grid than the one previously held.

Upon a promotion, the employee will be paid within the pay grid of the new position. Taking into account qualifications and experience, the employee may be appointed at a step in the pay grid that is the next step representing a higher salary compared to their current salary and that does not exceed the maximum of the new pay grid.

## **iii) Lateral Transfer**

A lateral transfer is defined as one in which an employee is moved from one position to another position at that is at the same level (same pay grid) as the first. Normally, no salary increase will be granted for a lateral transfer.

# **14. EXIT INTERVIEWS**

Any full-time employee leaving the employ of the Municipality, will be asked to participate in an exit interview. The purpose of the exit interview is to determine if any improvements to the position, organization, etc. can be made.

The exit interviews will be conducted by Chief Administrative Officer and in the event of the CAO, the Hiring Selection Committee.

# **15. RESPONSIBILITY**

The CAO and Department Heads are responsible for ensuring compliance with this policy.