



Municipality of Strathroy-Caradoc Human Resources Policy

Administration – Recruitment & Selection Policy

Effective: ~~TBD~~ **August 6, 2024**

1. PURPOSE

Recruitment and selection is an integral part of the employment process that allows companies to source, attract, and identify the best candidates for a particular position. Finding the best candidate can help reduce attrition, increase productivity, promote wellbeing, and improve value to tax and fee payers.

The Municipality of Strathroy-Caradoc (“the Municipality”) is committed to fair and transparent recruitment and selection practices in compliance with relevant legislative provisions that promote inclusive, barrier-free, and equal access to employment opportunities within the organization. The Municipality will review, develop, and implement continuous improvement practices that assist in recruiting and retaining a diverse workforce of talented and valued individuals to best serve our community.

2. SCOPE

This policy applies to all Municipal employees, volunteers, and Council Members who are involved in the recruitment and selection process. This policy covers all aspects of the municipal recruitment and selection process, including the development, implementation, and review of any recruitment and selection procedures. This policy does not cover the selection of Board / Committee members.

3. DEFINITIONS

Bona Fide Occupational Requirement: is a job requirement that is essential to the effective and safe performance of a particular position.

Diversity: is a broad concept that is inclusive of the many characteristics that differentiate individuals from one another in the workplace.

Equity: is a principle that facilitates access, representation, opportunities, and meaningful participation for all individuals.

Hiring Manager: is the person ultimately responsible for the hiring decision for a vacant position.



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Inclusion: is a principle that promotes full and meaningful participation and representation of all individuals.

Protected Grounds: for the purposes of this policy, are as defined under the *Ontario Human Rights Code (OHRC)*.

Recruitment: is the process of sourcing and hiring the best candidate for a vacant position.

Relative: is a person's spouse (or common-law partner), person living in a conjugal relationship, child (including natural, adoptive, step, or in-law), parent (including natural, adoptive, step, or in-law), or sibling (including natural, adoptive, step, or in-law).

Vacant Position: is a current or new job position that is unoccupied and that the Municipality is actively seeking to fill.

4. ROLES AND RESPONSIBILITIES

Human Resources:

- Promote and support the recruitment and selection process in accordance with this policy and other relevant policies/procedures, while adhering to the principles of Diversity, Equity, and Inclusion.
- Promote and support the recruitment and selection process in accordance with all relevant Collective Agreements and legislation, including the *Employment Standards Act (ESA)*, the *OHRC*, and the *Occupational Health and Safety Act (OHSA)*.
- Provide support to Hiring Managers and interview panels, as required, to ensure corporate alignment and consistency in recruitment and selection practices.
- Ensure Hiring Managers have the tools and training required to conduct recruitment in accordance with established practices and procedures.
- Provide support to candidates throughout the recruitment and selection process, as needed, particularly as related to accommodation and accessibility.
- Retain all confidential information including solicited and unsolicited resumes and interview data on file for at least three (3) years.
- Prepare and send hiring announcements to all staff, as required.
- Complete candidate reference and background checks as needed.



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Hiring Manager:

- Initiate the recruitment and selection process for a Vacant Position under their purview.
- Make recruitment and selection decisions in accordance with this policy and any other relevant policies/procedures, while adhering to the principles of Diversity, Equity, and Inclusion.
- Screen candidates in accordance with the job selection criteria.
- Ensure recruitment practices and decision making are free from any undue influence.
- Ensure awareness of bias and actively mitigate its potential impact when making recruitment decisions.
- Participate, with the support of Human Resources, in identifying appropriate accommodation opportunities throughout a recruitment process as may be required.
- Ensure recruitment practices are in compliance with all relevant legislation, policies, procedures, and Collective Agreements, including the *ESA*, *OHRC* and *OHSA*.
- Maintain the confidentiality of personal information and candidate information unless otherwise required by law.

Employee:

- Declare a conflict of interest and not participate in or influence any part of a recruitment process where a Relative is an internal or external applicant.
- Notify the Municipality immediately when becoming related to another employee as defined as a “Relative” in the definition section of this policy.
- When required, participate in the recruitment and selection process, maintaining confidentiality throughout the process.

Department Director:

- Approve job requisitions and may act as a “Hiring Manager” as required, and ensures the position is required for the operation of the department.



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Director of Finance / Treasurer:

- Approve job requisitions and may act as a “Hiring Manager” as required, ensuring the position is accounted for within the Municipal budget.

Chief Administrative Officer:

- Approve job requisitions, ensuring the position supports the Municipal Strategic Plan.
- Approve the hiring of Full-Time and Part-Time positions as defined in this policy in sections 5. B. v. f) and g).

5. STANDARD AND PROCEDURES

A. General

- i. The Municipality and its employees will treat every applicant with respect and dignity.
- ii. The recruitment and selection process for every Vacant Position shall:
 - a) Be inclusive and barrier-free.
 - b) Promote Diversity and adhere to the principles of Equity and Inclusion.
 - c) Align with the Municipality’s strategic plan.
 - d) Adhere to all applicable legislation, including the *OHRC*, the *Accessibility for Ontarians with Disabilities Act (AODA)*, relevant Collective Agreements, and Municipal Policies and Procedures.
 - e) Follow a structured process that promotes an equitable assessment of candidates and reflect a commitment to removing employment-related barriers.



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- iii. Prior to starting any recruitment and selection process, the Chief Administrative Officer, along with Human Resource and the Department Director, shall review the Vacant Position within the organizational structure to determine if it is still needed to meet business requirements and fits within the context of the Municipal strategic plan. Any organizational structure changes that affect a Director-level position shall be brought to the attention of Council by the CAO.
- iv. Hiring decisions will be free from any undue influence and will be made following a structured and equitable assessment of the candidates.

B. Recruitment Process

i. Hiring Requisition

- a) When a position becomes vacant or upon budget approval from Municipal Council for any new position, the Hiring Manager or designate shall initiate a “Hiring Requisition” form and forward the completed form to Human Resources for entry into the Human Resources Information System database for review and approval. The hiring requisition is reviewed and approved by the Department Director, the Director of Finance or designate, Human Resources, and lastly by the Chief Administrative Officer.

ii. Recruitment Process Preparation

- a) In preparing a Vacant Position for posting, Human Resources will collaborate with the Hiring Manager to ensure:
 - There is adequate budget to fill the position. For newly created positions or additions to the current complement – these will be approved by Council through the budget review process or a council meeting directly.
 - The job description is reflective of the work to be performed and the necessary knowledge, skills, and competencies required to perform said work.



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- The minimum qualifications listed are Bona Fide Occupational Requirements.
- Preferred or desired knowledge, skills, and competencies are listed as assets.
- Where flexibility is possible regarding a specific qualification, it is reflected accordingly (e.g. alternate combinations of education and experience).
- Any terms and conditions under a relevant Collective Bargaining agreement are met.

iii. Job Posting & Advertisement

- a) All positions will be posted internally concurrent with ~~any~~ external advertising deemed appropriate by Human Resources, Department Director and/or CAO. At minimum, external advertising must include posting to the Municipal website.

iv. Applicant Screening

- a) Applicants will be assessed based on the minimum qualifications listed in the job posting.
- b) Where a greater number of candidates meet the minimum qualifications than what is reasonable to invite for an interview, preferred and/or desired knowledge, skills, and competencies may be considered.

v. Interview Process

- a) Interviews will be conducted in accordance with a fair and consistent process that focuses on each candidate's demonstrated ability to perform the essential duties of the vacant position.
- b) All candidates who apply for the same Vacant Position shall be subject to the same recruitment process.



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- c) At least two interviewers consisting of the Hiring Manager and a representative from Human Resources will participate in an interview, with the same interviewers participating across any given stage in the competition (e.g. 1st interviews) to ensure consistency in evaluation. Where additional interviews are conducted within the same competition (e.g. 2nd interviews), it is recommended to add new interviewers to the panel to help prevent bias and welcome fresh perspectives.
- d) Chief Administrative Officer (CAO) Interviews: A hiring committee shall consist of three **voting** members of Council appointed by Council, a representative from Human Resources, and any other persons determined by Council or suggested by Human Resources and approved by Council. The hiring committee shall review the applications and select no less than two (2) and no more than five (5) candidates to move to the interview stage of the recruitment process. If necessary, the hiring committee may extend the job posting for at least another 2 weeks. Council and/or the hiring committee may request the assistance of a recruitment agency to headhunt potential candidates for the position. The interview process shall consist of at least two (2) interviews, with the first interview being completed by the hiring committee, and the final interview being with Council as a whole. Council as a whole shall select the successful candidate to be offered the position. **Council, with assistance from Human Resources, shall set the parameters of the hiring process for the CAO.**
- e) Director Position Interviews: A hiring committee shall consist of at minimum the CAO or acting CAO, the Mayor or designate, a representative from Human Resources, and any other applicable department representatives. The hiring committee shall review and short list applicants, interview applicants, and select a preferred candidate. The CAO will recommend the preferred candidate to Council for approval prior to making an offer of employment.
- f) All Other Full-Time Position Interviews: A hiring committee consisting of the Hiring Manager or designate, Human Resources and any other applicable department representatives shall review and short list the applications, interview the suitable candidate and select a preferred



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candidate. The preferred candidate will be recommended to the CAO for hire, who in turn shall notify Council once the hiring is completed.

- g) Part-Time, Seasonal, and Temporary Position Interviews: A hiring committee consisting of the Hiring Manager or designate, Human Resources and any other applicable department representatives shall review and short list the applications, interview the suitable candidate and select a preferred candidate. The preferred candidate will be recommended to the CAO for hire.

vi. Employment Reference and Background Checks

- a) Reference and background checks may be completed at the discretion of the Hiring Manager or Human Resources based on the requirements of the position.
- b) If a reference check is required, a minimum of two (2) references s-checks must be completed prior to an offer of employment being extended to the candidate.
- ~~c) The Municipality will not conduct or rely on any reference obtained without the written permission of the candidate being considered for the Vacant Position.~~
- d)c) References will not be conducted on internal candidates unless the position they are applying for requires significantly different knowledge, skills or experience than that of any position they have previously held at the Municipality. In place of internal references, Hiring Managers may request that Human Resources review an internal candidate's employee file for identified and/or addressed relevant and current performance concerns.
- e)d) Any reference check request from external parties on current or past Municipal employees must be referred to Human Resources to complete.



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vii. Offer of Employment

- a) Following a complete recruitment and selection process, an offer of employment will be made by Human Resources to the successful candidate.
- b) Details of the offer of employment, such as hire date, compensation, benefit provisions, conditions of employment, etc., shall be determined by Human Resources in consultation with the Hiring Manager.
- c) Human Resources has the authority to negotiate an offer of employment with the successful candidate within the approved wage band for the Vacant Position, and within the parameters of any Municipal policy. Should the need arise to offer consideration outside the approved wage band or outside the parameters of a Municipal policy, Council approval is required.
- d) Additional Conditions of Employment: Successful candidates may be required to complete additional conditions of employment based on the requirements of the position. These additional conditions of employment will be listed in their offer of employment. Additional conditions of employment are any requirement, other than qualifications, that must be met or complied with before being appointed to a particular position. Some additional conditions of employment may include, but are not limited to:
 - Satisfactory Criminal Record Check or Vulnerable Sector Check
 - Satisfactory Driver's Abstract
 - Satisfactory Background Check

C. Hiring of Relatives

- i. All applicants for a Vacant Position will be requested to disclose the names of all Relatives who are current employees and/or elected officials of the Municipality.



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- ii. Relatives of Municipal employees and/or elected officials are welcome to seek employment with the Municipality in accordance with established procedures, and will not be given preferential consideration for any job vacancy.
- iii. Relatives of Municipal employees will only be offered employment in the event that they possess the necessary qualifications and are considered the most suitable candidate following the completion of the recruitment practices.
- iv. Relatives of Municipal employees and/or elected officials are prohibited from consideration for positions that may result in one supervising the other or where one may exert influence over the work or career of the other as well create a perceived conflict of interest. Potential conflicts of interest are to be reported to Human Resources and/or the CAO. Determination as to whether a Relative is in a conflict of interest is at the discretion of the Director of Human Resources and Chief Administrative Officer, in consultation with the employee concerned.
- v. Due to the sensitive and confidential nature of the Human Resources function, any Relative of a Human Resources representative shall not be eligible for employment with the Municipality, nor shall a Relative of a current employee shall be considered for a position in the Human Resources department.

D. Police Record Checks

- i. The Municipality is committed to ensuring the safety of all persons who interact with the Municipality and its representatives. Police Record Checks are a means to ensure the safety and wellbeing of employees and people who interact with representatives of the Municipality.
- ii. All employees (full-time, part-time, permanent, temporary, student) and volunteers (including volunteer firefighters) shall have a Police Record Check completed in accordance with the Municipality's Corporate Police Background Checks Policy.



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E. Candidate Testing

- i. Hiring Managers may request candidate testing and/or assessments to be completed as part of the interview process and/or as a condition of employment.
- ii. Where testing and/or assessments are used, they will be conducted consistently amongst candidates selected for that stage in the recruitment process.
- iii. Any test or assessment will be relevant to a candidate's ability to reasonably perform the duties of the Vacant Position.

F. Accessibility and Accommodation

- i. The Municipality is committed to creating and maintaining a workplace that is welcoming, inclusive, and barrier-free, and strives to maintain accessible recruitment and selection practices throughout the hiring process.
- ii. The Municipality invites applicants to request accommodations in accordance with the *OHRC*, *AODA* and other applicable legislation throughout all stages of the recruitment process, and makes every reasonable effort to accommodate, up to the point of undue hardship.
- iii. The Municipality will meet its accessibility and accommodation obligations in accordance with By-Law 31-18 "Workplace Accommodations Policy."

6. COMMUNICATION AND TRAINING

This policy shall be communicated to all affected employees and will be made available through the Municipality's Human Resources Information System (HRIS).



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7. IMPLEMENTATION & ENFORCEMENT

This policy shall take effect upon approval by Council.

This policy may be enforced in conjunction with the Progressive Discipline Policy.

8. REFERENCE MATERIALS

- *Employment Standards Act, 2000 (ESA)*
- *Accessibility for Ontarians with Disabilities Act (AODA)*
- Occupational Health & Safety Act (OHSA)
- Ontario Human Rights Code (OHRC)
- Corporate Police Background Checks Policy (By-Law 40-10)
- Workplace Accommodations Policy (By-Law 31-18)

Revision History

| Revision | Section | Description | Date |
|----------|---------|---|----------------|
| 1 | All | Update on Hiring Policy 2004– Now called “Recruitment & Selection Policy” | August 6, 2024 |