

	TOWNSHIP OF SOUTH STORMONT
	Title: Recruitment
	Policy Category: Human Resources - Employment
	Effective Date: September 22, 2021

Policy Statement

The Township of South Stormont is committed to transparent and merit-based selection in all of its hiring decisions. All applicants are given an equal opportunity for employment in compliance with the provisions in the *Ontario Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act* and any other applicable legislation.

Purpose

The Township of South Stormont seeks to recruit, select and retain the best qualified employees in order to provide effective and efficient services to the public.

The ways in which recruitment and selection processes are handled affects the Township's image as an Employer and, in turn, its ability to attract qualified people. Recruitment is a two-way process aimed at satisfying the Township's strategic staffing requirements and attracting potential candidates who want to join the organization.

Human Resources ensures the integrity and consistency of the recruitment and selection process and the fair and equal treatment of all candidates by overseeing the process. These processes reflect good Human Resource practices which include:

- Ensuring fair and equitable treatment of candidates, free from conflict of interest.
- Ensuring the confidentiality of candidates' information during recruitment and selection.
- Assessing candidates against the selection criteria for the role and the strategic direction for the organization.
- Providing evidence of the required capabilities and competencies (e.g. knowledge, skill and ability).
- Ensuring processes are in accordance with Township's policies and collective agreements.
- Ensuring timely, effective and cost-efficient use of resources.

Scope

This policy applies to all Township of South Stormont employees (including but not limited to full-time, part-time, students, volunteers, interns) at all work locations.

Objectives

- To help create a diverse and qualified talent pool to support the Township's current and future business needs.
- To create effective recruitment, selection and promotion practices to optimize the efficiency of human resources.

Policy

The Township of South Stormont will initiate the recruitment process through an assessment of the hiring needs to determine where vacancies exist.

Application

- **Merit** – All selections, appointments, and promotions shall be based on considerations of merit, and ability to perform effectively in a position. Hiring decisions will be free of nepotism.
- **Objectivity** – Selection criteria shall be developed in an objective and non-discriminatory manner and must be based on bona fide job-related requirements. This includes:
 - Skills: reflect a candidate's competence of a specific physical or intellectual task and core competencies as defined by the hiring department.
 - Abilities: the application of knowledge or skills to the performance of any related task.
 - Education: formal and informal, including equivalencies
 - Experience: minimum experience required to perform the job. Should be expressed in a specific timeframe.
 - Qualifications, Designations, Certifications and Licences: mandatory overall requirements, including certifications and professional designations.
 - Seniority: may also be used as part of the selection criteria for unionized positions at certain levels as outlined in the appropriate collective agreement.

- **Consistency** – Selection systems and procedures will ensure that all candidates are treated in a fair and consistent manner.
- **Equal Opportunity** - All Township recruitment practices and procedures will comply with the *Ontario Human Rights Code*. All internal candidates and external candidates receive equal treatment with respect to employment without discrimination because of race, ancestry, place of origin, color, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status or disability.
- **Accessibility** - All Township recruitment practices and procedures must comply with the AODA requirements for developing, implementing and enforcing accessibility standards for internal candidates and external candidates who may have a disability. This includes identifying and removing any barriers that may exist for persons with disabilities to apply for Township of South Stormont positions; and if qualified, to participate in the interview process.

Procedures

Job Postings

- The Township of South Stormont will ensure the consistency and relevancy of the information contained in each position posting and that the posting is in accordance with approved job descriptions, applicable collective agreements and Township policies.
- A job description must be available prior to a position being advertised. All job descriptions should be reviewed and re-evaluated for each hiring process.
- Human Resources will prepare and distribute job postings to the Township website and appropriate bulletin boards in accordance with Township policies and applicable collective agreements. Advertisements may also be placed in newspapers, publications, or on websites that best target the appropriate group of candidates. Outside recruitment consultants may be used with approval from the CAO.
- Human Resources will post all new positions internally as well as externally, unless otherwise determined by the CAO.
- For part time or seasonal positions, Directors may rehire previous employees without a competition, on approval of the CAO.
- The Township of South Stormont will post temporary positions wherever and whenever possible to the general public. However, to cover emergency

situations, temporary employees shall be hired as needed by the appropriate Director.

- The hiring of temporary employees for vacation relief and other foreseeable situations requires the prior approval of the CAO.
- Internal job postings are intended to enable Township employees the opportunity to apply and be considered for new employment opportunities within the organization and to promote employees whenever possible.
- Postings will include information about the availability of accommodations for individuals with a disability.
- All vacant positions or openings to be filled are to be posted at the Township Office, Municipal Garage, Long Sault Arena and any other location deemed appropriate.

Application Process

- Employees are encouraged to apply for posted positions to realize their potential and achieve their career objectives.
- Internal applicants must meet the minimum qualifications or have shown to be actively working towards completing the minimum qualifications required to be considered for an interview.
- Internal applicants will remain subject to the normal hiring processes, including interviews, etc.
- Township of South Stormont requires that all applicants provide a resume for the consideration of employment.
- The Fire Department may require a separate application to be completed as part for the application process.
- The Director along with Human Resources, will review all resumes and interview the most qualified candidates based on the selection criteria outlined in this policy.

Interviews

- All interviews will be conducted by an interview panel consisting of a minimum of two persons from the hiring department, one of which is the hiring Director. Human Resources should participate in the interviews as a member of the panel. The role of interview panel participants is to provide advice and comments to the Director authorized to hire for the position.
- Upon the completion of all scheduled interviews, the results shall be reviewed with the CAO and a hiring decision will be made.

- The format of all interviews will be similar, in order that each candidate be given fair treatment, and to facilitate the decision-making process. Each interviewer should record information that is communicated during the interview.
- Applicants selected for an interview may be asked to complete an employment test or written assignment.
- All employment tests administered will be validated and related to the specific job duties and functions. Tests shall be administered fairly and consistently and will comply with the *Human Rights Code* and other statutory provisions. Human Resources will work with the hiring department to ensure consistency of testing across the organization.

Selection Process

- The Township of South Stormont will endeavor to select from among the applicants, the candidate that meets the criteria of the position.
- In the instance that the position to be filled is a key position and a high potential employee has been identified, the processes identified in the Succession Planning Policy may supersede the recruitment process.
- The following criteria must be considered in selecting candidates for an interview:
 - Skills: reflect the candidate's competence of a specific physical or intellectual task and core competencies as defined by the hiring department.
 - Abilities: the application of knowledge or skills to the performance of any related task.
 - Education: formal and informal, including equivalencies
 - Experience: minimum experience required to perform the job. Should be expressed in a specific timeframe.
 - Qualifications, Designations, Certifications and Licences: mandatory overall requirements, including certifications and professional designations.
 - Seniority: may also be used as part of the selection criteria for unionized positions at certain levels as outlined in the appropriate collective agreement.
- If the hiring department is unable to find a candidate who meets the minimum criteria, the Township may, at the discretion of the CAO, hire a candidate not meeting the minimum criteria to be compensated at a lesser rate.
- The hiring department is responsible for selecting the appropriate candidate and shall provide Human Resources with all interview materials (interview questions, reference check notes files, rating forms etc.). Human Resources will retain all information according to the Township's Records Management

Policy.

- The authority to award positions is as follows:

Position to be filled	Authority to Award
Chief Administrative Officer	Council
Director	Chief Administrative Officer
All other positions	Director in consultation with the Chief Administrative Officer

Reference Checking

- The hiring Director or in some situations Human Resources will contact references for all external candidates being interviewed for the position. This will be performed via telephone or email, using a standard reference checking form and process. A minimum of three reference checks will be made on each external candidate prior to confirmation of employment, preferably one reference being the candidate's direct supervisor from previous/current employment.
- For internal candidates, the hiring Director or Human Resources will review their personnel records, including the most recent performance appraisal, as well as comments of previous supervisors within the municipality and supply pertinent information to the hiring department. Reference checking may be completed for internal applicants depending upon the length of service with the municipality and the similarity of position that they hold versus the position they have applied for.

Notification to Candidates

- Candidates who were not successful for positions are to be notified as soon as reasonably possible.

Conflict of Interest

- The Township of South Stormont does not prohibit the hiring of an immediate family member of either Council or staff.
- Applications shall be accepted from an employee's immediate family for employment if the candidate has all the qualifications required. A member of the applicant's family may not be involved in the hiring process to ensure objectivity and fair hiring practices.

- No member of Council, Director or staff member will have direct supervision over work performed by a member of their immediate family.
- Prior to the start of the hiring process, the Township must be notified by the applicant that they are an immediate family of either Council or staff.

Offers of Employment

- Offers of employment may be conditional on satisfactory criminal reference check, driver's abstract, or other documentation as may be determined by the Director and CAO.
- In consultation with the CAO, all offers of employment shall be confirmed in writing which shall include the position title, starting date, duration, salary, benefits and any other relevant facts and policies concerning the position.
- Offers of employment will advise the successful candidate that accommodation due to a disability is available upon request.
- New employees must sign a copy of the offer letter indicating their acceptance of the offer prior to commencing employment.
- Falsification or misrepresentation of qualifications or personal conditions on any Township form, applicant resume, during an interview or in the acceptance letter is cause for immediate dismissal.

Unless the CAO authorizes otherwise, unsuccessful applications or resumes will be kept in accordance with the Records Management Policy, Schedule of Retention Period.

Monitoring and Compliance

All parties are required to comply with the procedures outlined in this policy. In cases of policy violation, the Township may investigate and determine appropriate corrective.

Authority and Related Policies

Human Rights, Conflict of Interest, Employee Code of Conduct, Employment Equity and Diversity and Orientation

Contact

For more information on this policy, contact: Chief Administrative Officer