

1. Recruitment Standards

The Municipal Act, 2001, Section 270 (1) states that before January 1st, 2005, a municipality shall adopt policies with respect to its hiring of employees.

The Municipality seeks to attract, select and retain the most qualified persons available in all positions and will search for candidates both inside and outside the organization as outlined in the Recruitment Process below. The Municipality of Trent Lakes shall hire, transfer and/or promote an employee on the basis of the person's qualifications and his/her ability to fulfill the requirements of the job. Selections are based on skill, ability, experience, qualifications and suitability for the work to be performed.

In accordance with the provisions of the Ontario Human Rights Code, the Municipality will not permit discrimination against applicants or employees on the basis of race, creed, colour, citizenship, age, sex, sexual orientation, gender identity, gender expression, union membership, ancestry, marital status, record of offences, place of origin, ethnic origin, disability, or family status.

The provisions of this policy apply to all permanent full-time and part-time, casual, and contract employees, co-op program participants and summer students, except where otherwise prescribed by virtue of a collective agreement. For those positions covered by the collective agreement, the procedure outlined in that document will apply to bargaining unit positions, augmented, where possible, by this policy.

The Municipality endeavours to provide working conditions and an atmosphere that will encourage staff to contribute and develop to their fullest.

2. Goals and Objectives

The purpose of this policy is to clearly define the Municipality's hiring and selection process, to ensure consistency in its application across the organization, and to ensure that the most capable and qualified individuals are selected in a manner that has integrity and is publicly accountable.

The following are the Municipality's recruitment goals and objectives:

To anticipate and plan for future recruitment needs, in consultation with department heads.

To provide current employees with opportunities for personal and professional development.

To provide a consistent, fair and equitable application of recruitment procedures and practices and to incorporate best practices into the staffing process through the use of contemporary, objective methodology and skilled interview teams.

To promote the Municipality of Trent Lakes as an Equal Opportunity Employer and the employment-related provisions of the Ontario Human Rights Code.

To promote the Municipality of Trent Lakes as an “Employer of Choice” through excellent customer-service and professional treatment of all job candidates.

To ensure appropriate documentation is in place and processes have been followed to support all staffing decisions.

To foster good labour/employee relations concerning staffing through appropriate interpretation and application of provisions of collective agreements as they relate to staffing.

3. Employee Classifications

Employee – A person hired by the Municipality for a position and whose compensation is paid from the Municipal payroll account and receives a T-4 Slip.

Permanent Full-Time – An employee engaged to fill a full-time position for an indefinite period, regularly working 35 hours or more per week.

Permanent Part-Time – An employee engaged to fill a part-time position for an indefinite period, on a regular work schedule of less than 35 hours per week.

Casual – An employee engaged to work at irregular intervals on an as needed basis, or for temporary relief periods. Casual employees have the option of accepting or declining such work assignments at the time the assignments are offered.

Contract – An employee engaged to work for a fixed term (e.g. one year). Employment will either end at the agreed upon termination date or, at the discretion of Council, may be extended based upon the needs of the Municipality at that time.

Student – An employee enrolled in high school, community college or university on a full-time basis. Enrolment is defined as having completed full-time attendance immediately prior to the commencement of employment and being enrolled on a full-time basis in a relevant course of study for the following school term.

Co-op – An employment opportunity based on the understanding that the work placement is part of their education requirements.

4. Authority to Hire

Council maintains the authority to approve all hires and terminations. All full-time additions to staff or replacements to the core staff complement for all municipal departments, must be approved by Council. Council may decide to approve the hire of an internal candidate without an external search where it is deemed necessary and appropriate in the circumstances.

Where there is only one internal applicant, Council may forego the usual selection processes at its discretion, provided the applicant is qualified.

5. Recruitment Processes

The Municipality endeavours to ensure an effective and consistent method for recruiting and selecting personnel. The recruitment and recommendation of potential employees is the responsibility of the CAO, with final selection approval remaining the responsibility of Council.

Subject to the terms and conditions contained in the collective agreement for bargaining unit positions, individuals may be recruited and selected using the following procedures:

1. An up-to-date job description will be prepared for the position in question and will be available upon request by potential candidates.
2. The job description will identify critical job tasks and outline the experience, knowledge and skills required to execute successfully the job duties and responsibilities.
3. The position requirements of experience, knowledge, skills and aptitude will form the basis for the initial screening and assessment of candidates.
4. Vacancies approved by Council may be advertised internally and externally at the same time, unless Council determines an internal search should be held first. Job postings and any external advertisements will be prepared by the CAO or designate and placed in appropriate media outlets contingent upon the identified job needs. Job postings should state the position title, hours of work, duties, qualifications and experience required.
5. Employees interested in applying for the advertised vacant position must submit a resume, to the CAO or designate. External candidates interested in an advertised vacant position with the Municipality shall submit a resume to the CAO or designate.
6. The CAO or designate will review all applications for compliance with the posted requirements. The CAO, as appropriate, and Council will review applications and prepare a short list of qualified candidates for all positions with senior administrative responsibility (i.e. Department Heads). For non-senior positions, the CAO or designate and Department Head will draft a short list of candidates to be granted an interview. Only those involved in the selection process are to have access to the applications or the applicant list.
7. The CAO may choose to establish a selection committee composed of persons with

sufficient knowledge to judge each candidate's experience and skill against the requirements of the position, or seek out such advice as necessary to facilitate the decision-making process.

8. The selection process endeavors to select, from among the applicants, the best candidate who meets the qualifications and requirements of the position. Qualified internal employees who apply in writing for a vacancy shall be given first consideration.
9. The CAO or designate, or members of the selection committee, as appropriate, will develop interview questions and utilize clear and consistent criteria for the interview structure and a weighted scoring system for rating candidates.
10. For internal candidates, the CAO shall consider all applications for a position on the basis of the applicant's ability, qualifications, suitability for the work to be performed, and then to length of service with the Municipality or in a related field. In the event that two candidates are relatively equal in skill, ability, qualifications, and suitability, length of service shall prevail. The CAO shall make a recommendation to Council for their due consideration. However, nothing contained herein shall be construed to prevent the hiring of a person from outside of the service of the Municipality, if in the opinion of the CAO/selection committee/Council, a more suitable applicant is available.
11. The CAO or designate will arrange an interview schedule. The Municipality shall not be responsible for assuming expenses including travel and accommodation costs for a candidate to attend a job interview.
12. At the end of the interview, the candidate will be asked for their references and their permission to contact these references will be obtained.
13. Reference checks, with persons who can speak knowledgeably about a candidate's job performance shall be conducted on finalist candidates and should typically precede a job offer being made unless otherwise approved by Council. Council may choose to waive this step for internal candidates at its discretion.
14. The Municipality may, at its discretion, require candidates to demonstrate job-related skills through participation in aptitude, clerical or technical skills testing.
15. Final ranking of candidates will take into account interview scores, testing, references and other bona fide job requirements.
16. Final selection of all employee shall be made by Council and, if appropriate, the CAO. The CAO shall bring forward to Council, in Caucus, the name of the preferred candidate for any positions. Department Heads will have the opportunity to approve preferred candidates for their departments, either informally or formally, prior to the candidate being presented to Council and prior to any offers being made.

17. The CAO or designate may disclose the salary and hours of work to a potential candidate in order to determine if the candidate remains interested in the position. This step should not be construed or communicated as an offer of employment. If the candidate confirms continuing interest in the position, the CAO or designate will make a written offer of employment, confirming the terms of employment.
18. The Municipality may require the validation of proof of good standing of all relevant licensing, certification, designations or membership at its discretion, as a condition of employment prior to a candidate's commencement of employment or at any time during the employee's employment.
19. Any employee who received a promotion will be required to sign a new written employment contract before their first day of work in the new position.
20. Positions that involve driving corporate vehicles, equipment, or use of personal vehicle on corporate business will require a current Driver's abstract, satisfactory to the Corporation as a condition of employment, and may be requested prior to commencing employment in the job.
21. The Municipality, where bona fide, may require participation in job-related medical or fitness assessments, with a current assessment satisfactory to the Municipality.
22. It is the policy of the Municipality to require individuals to obtain a Criminal Background Check once a conditional offer of employment has been made. Please see the Criminal Background Checks Policy.
23. No candidate will be hired without their acceptance of the terms and conditions of employment by signing and returning the written offer of employment.
24. After an offer of employment has been accepted in writing by the selected candidate, all unsuccessful candidates who were interviewed will be notified by letter or telephone by the CAO or designate.

6. Hiring of Relatives

The Municipality will not favour nor will it inhibit the hiring of relatives who wish to apply for employment with the Municipality of Trent Lakes. It is recognized that the hiring of a Council member or a close relative of employees of the Municipality or a Council member may place current staff and members of Council into a potential conflict of interest as it relates to that employment relationship.

In accordance with this philosophy, close relatives of employees, elected or appointed representatives of the Municipality, as defined below, will not be hired into positions within the Municipality where they will be supervised by, or will supervise, that relative or where any other

perceived conflict may exist. In addition, employees and elected/appointed representatives who participate in recruitment or selection processes must declare where any perceived conflict exists, including the recruitment of a friend.

No employee shall occupy a position whereby such a person may directly or indirectly influence the hire, promotion, transfer, demotion, salary, performance appraisal or status of another person who is defined as a relative or friend, or where a potential conflict of interest may exist, without approval of the CAO or Council.

Every employee or elected/appointed representative is responsible for immediately disclosing any potential conflicts to the Department Head or CAO. Where potential conflict or the perception of a potential conflict exists, the CAO must approve the hire. Exceptions may be made in the case where two employees in the same department become related through marriage after both commenced employment with the Municipality. In this instance, the two employees will not be able to work in positions where one employee who is related to another could affect the performance evaluation or conditions of employment of the other. Such being the case, one employee will be required to apply for a transfer when the next suitable vacancy occurs, unless otherwise stipulated by the CAO or Council.

When a member is elected to Council and a relative of that newly elected Council member is already employed by the Municipality, the employment status of that existing employee will not be affected.

“Relative” is defined as legal or common-law spouse, father/stepfather/father-in-law, mother/stepmother/mother-in-law, sibling/step sibling/sibling-in-law, child/stepchild/child-in-law, uncle, aunt, niece/nephew, legal dependent.

7. Re-Hiring of Former Employees

The Municipality of Trent Lakes may permit the re-hiring of former employees in instances where the prior termination was on good terms. However, it is entirely at the discretion of the Municipality, and all recommendations for re-hire must be approved by the CAO and Council.

When approved, the re-hiring of a former employee will follow established recruitment procedures and will be subject to the Municipality’s policies regarding the establishment of the hire date, salary level, benefits and seniority.

8. Reinstatement of Service

A former employee is one who has previously worked for the Municipality but who has, at a point in time, resigned for either personal or professional reasons. If a former employee is rehired by the Municipality, the employee shall be regarded as a new hire and shall not be credited with past employment unless required by legislation or under the collective agreement.

9. Part-time/ Contract/ Casual Employees

Part-time, casual or contract employees may be considered for full-time employment when they meet the qualification requirements of an available full-time position. If a casual employee is being considered for a permanent position (part time or full time), the Municipality will typically follow the same recruitment and hiring procedures as they would for an external candidate, unless the CAO or Council dictates otherwise, at their discretion.

Selection decisions will be made by the Department Head and his/her designate and approved by Council.

10. Probationary and Trial Periods

All externally hired employees must serve a probationary period. Unless otherwise stipulated in a collective agreement, it is recommended that an employee in a junior position will serve a probationary period of three (3) months and an employee in a managerial position will serve a probationary period of six (6) months. Existing employees who are hired into new jobs in a permanent capacity may also be required to complete a trial period. Department Heads, in consultation with the CAO, may extend an employee's probationary/trial period.

An employee whose services are not satisfactory during the probationary period will be dismissed in accordance with the terms of their employment agreement, as soon after hiring as the manager determines that the employee is not likely to succeed in the role. Similarly, during this period the employee may terminate his/her employment with appropriate notice. Existing employees who were placed into a different position may be returned to their previous position if it is determined during the trial period that their performance is not satisfactory, or they wish to return to their former position.

All new employees, prior to hire, will be informed of the probationary period and eligibility for group benefits and vacation.

11. Hiring Procedures

Employment references (at least 2) should be obtained before an offer of employment is extended. This may not apply to internal hires at the discretion of the CAO and Council. All Offer Letters must be approved by the CAO, in order to be deemed binding by the Municipality.

Interviews will be conducted to ensure the most qualified candidate is selected for the position. Written offer letters must be provided, confirming terms and conditions of employment including salary, start date, contract length and probationary period.

12. Orientation Procedures for New Employees

The CAO or designate is responsible for completing an Onboarding Form.

A complete new hire file should include:

- Resume
- References
- Offer Letter
- Void Cheque
- Benefits Enrolment Form, if applicable
- Photocopy of Certifications, Diplomas and/or Degrees
- Onboarding Form
- Policy Manual sign-off sheet

13. Accessibility & Diversity

The Municipality of Trent Lakes is committed to the principles of accessibility and diversity in its employment practices. It is Municipal policy to ensure that our employment practices and procedures are administered without discrimination on the basis of race, creed, colour, citizenship, age, sex, sexual orientation, gender identity, gender expression, union membership, ancestry, marital status, record of offences, place of origin, ethnic origin, disability, or family status.

The Municipality of Trent Lakes is committed to providing accommodation for persons with disabilities. Accommodation will be provided as part of our hiring process. *(If accommodation is required, Applicants are requested to make their needs known in advance.)*

To that end, the Municipality of Trent Lakes will:

- Recruit and select applicants for employment based solely on their qualifications.
- Ensure that equal consideration is given to all candidates qualified for promotion or transfer by basing these decisions on job requirements, job performance and qualifications.
- Comply with all legislation in regard to employment and recruitment standards.

14. Outside Employment/ Activities

Employees who are employed by the Municipality of Trent Lakes in a full-time position, must obtain pre-approval in writing to engage in any other employment or income-producing activities.

Any outside activities, whether remunerated or not, must not interfere with an employee's ability to properly perform their job duties and responsibilities at the Municipality.

15. Responsibility

CAO:

The enforcement of this policy rests with the CAO, who is responsible for providing guidance, support and direction to departments in their staffing needs. This includes:

- Assisting with human resource planning and organizational design
- Advising on labour market trends, sources for filling of vacancies, contemporary staffing practices, and networking on staffing issues/vacancies
- Facilitating the recruitment process as set out in this policy and in accordance with provisions of collective agreements and applicable legislation. This includes:
 - assisting in the drafting and editing of job descriptions
 - approving job descriptions
 - receiving and cataloguing job applications/resumes
 - preparing internal postings
 - preparing external postings and determining the content, size, venue and duration
 - verifying rates of pay and referring to salary administration and job evaluation, where necessary
 - designing recruitment protocols
 - designing and refining interview questions in conjunction with Department Managers
 - conducting or participating in job interviews
 - conducting and obtaining necessary validations in conjunction with Department Managers
 - recommending candidates to Council for approval
 - preparing, signing and extending job offers, after having obtained appropriate approval
 - maintaining recruitment and employee records and documentation

- conducting exit interviews

Department Heads and Managers:

It is the responsibility of the hiring committee or hiring manager to ensure and substantiate that:

- the policy and procedures set out in this recruitment policy are followed
- new positions have been approved through the appropriate channels
- rates of pay have been approved through the job evaluation or collective bargaining process
- provisions of collective agreements are appropriately referenced, applied and respected
- competent interview teams are established
- necessary validations are obtained
- selected job candidates do not commence work until the staffing process is complete and all necessary validations have been received and verified
- compliance with all associated legislation.

All Staff, Elected or Appointed Officials:

It is the responsibility of all staff, including elected and appointed officials, to declare any conflicts at the onset of the recruitment and selection process, or as soon as realized, as outlined in the policy. In the event of a conflict or a perceived conflict, the individual may be required to remove themselves from participating further.

16. Review Cycle

This policy will be reviewed on an as needed basis.

17. Repeals

This Policy repeals a previous version, and all revisions.

This Policy was previously referred to as AD-03.

18. Related Information

Revisions to this document may impact the following policies, procedures, and/or by-laws.

#	Document Title
N/A	No related documents were identified at the time the policy was passed

19. Policy Revisions

Version	Date Approved	Council Resolution
1	December 7, 2004	R2004-647
2	December 4, 2007	R2007-697
3	December 3, 2019	R2019-760