



Corporate Policy Manual

Sub Topic:	Recruitment & Selection	Policy No.	HR.12-01
Topic:	Recruitment & Selection	Employees Covered:	All Non-Union Regular Full Time and Regular Part Time Employees
Section:	Human Resources	Council Adoption Date:	June 25, 2007
Effective Date:	May 14, 2001	Revision No:	Date:
		001	June 18, 2007

Policy Statement & Strategic Plan Linkages

The Town of Newmarket strives to hire employees well beyond the ordinary to make Newmarket even better. In this regard, the Town of Newmarket supports Recruitment and Selection procedures that are consistent, fair and transparent.

Purpose

The purpose of this policy is to define the Town's recruitment and selection process, to ensure the policy is in compliance with relevant legislation, that the selection process is consistent throughout the organization in order to attract, select and retain capable and qualified individuals.

Definitions

Posting

An internal job posting for an approved new or vacant position, acting assignment or secondment open to Town employees only. Postings shall be for a minimum of 5 business days and shall encompass two business weeks (i.e. Thursday of the first week to Wednesday of the following week).

Advertisement

An external job posting for an approved new or vacant position that is advertised externally.

Authority to Hire

The Commissioner/Director have the authority to hire management positions and under.

The CAO has the authority to hire Commissioners and Directors in consultation with Council.

Council has the authority to hire the position of Chief Administrative Officer.

Selection Panel

The selection panel for regular hires shall be led by Human Resources and generally comprised of at least 3 employees and must include the hiring manager. Cross departmental participation is encouraged at all levels but required for all positions in a grade 10 or above (i.e. – employees from another department who may work with the incumbent).

Promotion

Occurs when an employee is successful in obtaining a position in a higher pay grade.

Acting Assignment

An employee is assigned on a temporary basis, to carry out the full or substantial key duties of another approved position. Acting assignments known to be over 3 months must be posted internally and follow the standard recruitment process.

Secondment

An employee assigned on an interim basis to a project-related, contract or developmental opportunity. Secondment opportunities known to be over 3 months must be posted internally and follow the standard recruitment process.

Probation

A regular full-time or regular part-time new employee is considered to be on probation for a period of six months from the first day of employment with the Town.

Recruitment Exceptions

The CAO, in consultation with the Manager of Human Resources, reserves the right to waive the posting process in situations that may include organizational realignment or secondment opportunities that relate to professional development. In this instance, the Commission or hiring department will make an announcement to all staff notifying of the appointment on or before the effective date. Appointments to positions in a grade 10 or above (on the Town's salary scale) may be made at the discretion of the CAO in consultation with the Manager of Human Resources.

Procedures

The hiring department shall submit to Human Resources, documentation as reflected in the Staffing Request Form with appropriate authorizing signatures, attached as Appendix A.

Recruitment and selection is generally a competitive process, coordinated by Human Resources and is subject to the procedures as outlined in this policy which may include:

- While positions below the Grade 10 will generally be posted internally before advertising externally, positions may be advertised externally concurrent with an internal posting, after due consideration of development opportunities.

Procedures (continued)

- Coordinating internal postings and ensuring they are located in a conspicuous area for all employees to view and that postings will be for a minimum of 5 business days over a 2 week period.
- Drafting postings and advertisements for approval by the hiring department.
- Coordinating selection panels.
- Training of hiring managers in procedures for filling vacancies.
- Establishing assessment criteria to select the best candidate.
- Coordinating 3 employment reference checks, where at all possible, on the final candidate(s) considered for the position. Employment reference checks must be considered to be satisfactory to the Town prior to a job offer being made to the candidate.
- For internal recruitment processes, Human Resources reviews the employee's personnel file for relevant work related information on final candidates.
- Confirmation of abstracts, medical and physical assessments and criminal reference checks, where bona fide, on the selected job candidate prior to the employee commencing employment in the position.
- Extending a conditional offer of employment. An offer of employment will only be confirmed once the outstanding conditions have been addressed to the satisfaction of the Town.
- Informing internal candidates of their unsuccessful candidacy in a recruitment process and providing feedback as appropriate.

Selection panel members shall declare, to Human Resources, any real or potential perceived conflict, such as the recruitment of a relative. They will exclude themselves from the recruitment process, as soon as they become aware that a conflict exists. The selection panel member shall not have further contact with the selection panel to avoid compromising the integrity of the hiring process.

The Director/Commissioner must approve the selection of the best applicant prior to any offers being made.

The successful candidate hired shall not be a relative of an existing employee or member of Council, without CAO approval, where one could affect the performance evaluation, working conditions or conditions of employment of the other. The term "relative" includes spouse, common-law spouse, father, step-father, father-in-law, mother, step-mother, mother-in-law, daughter, step-daughter, daughter-in-law, son, step-son, son-in-law, legal dependent, brother, step-brother, brother-in-law, sister, step-sister, sister-in-law, grandparent, grandchild, aunt, uncle, niece and nephew.

In an effort to ensure positive working conditions, preference is for relatives to be located in different work environments, i.e. sports camp versus theatre camp; forestry versus works.

Procedures (continued)

At the discretion of the CAO, and in consultation with the Manager of Human Resources, the Town may utilize an employment agency or executive search firm.

There may be occasions where it is to the benefit of the Town to reimburse incumbents for expenses associated with the recruitment and selection process. In consultation with the CAO and Human Resources, the Director/Commissioner may authorize reimbursement of expenses related to recruitment and selection, noting any costs incurred are the responsibility of the hiring department.

Upon hire, a regular full time or regular part time new employee is required to serve a 6 month probation period. The probation period is one of the terms and conditions of employment and as such, is included in the Offer of Employment letter to the successful candidate. If, in the opinion of the Commissioner/Director, following consultation with Human Resources, an employee's probation period should be extended, the probation shall not exceed an additional three months. Confirmation of successful probation by way of a completed interim performance review form must be forwarded to Human Resources.

Responsibilities of Employee:

Employees are responsible to:

- Inform themselves of recruitment opportunities as they are posted.
- Understand the importance of ensuring that applications submitted to Human Resources are complete and on time.
- Employees are encouraged to inform their supervisors in the event that they are selected for an interview/testing for a recruitment process.
- Be aware of this and other corporate policy, applicable legislation as amended from time to time.

Responsibilities of Employer:

Commissioners/Directors/Managers are responsible to:

- Submit to Human Resources, documentation as reflected in the Staffing Request Form and including authorizing signatures, attached as Appendix A to initiate a recruitment process.
- Ensure that all job postings are posted in locations for all staff to view.
- Establish and maintain recruitment selection panels.
- Ensure consistent application and compliance of the procedures outlined in this policy, related policies and legislation, to ensure transparency and equity in the recruitment and selection process.
- Anticipate and plan for future recruitment needs.

Human Resources are responsible to:

- Ensure consistent application of and compliance with the procedures outlined in this policy, related policies and legislation, to ensure transparency and equity in the recruitment and selection process.

- Coordinate all recruitment processes and ensure the recruitment process is based on merit.
- Keep abreast of current trends in recruitment and selection.
- Ensure hiring managers receive training in procedures for filling vacancies (staffing requests, job descriptions, postings, employee orientation etc.), human rights laws governing hiring, and interviewing techniques.
- Ensure that staff participating, exclusive of applicants, in any part of the recruitment and selection process is made aware of their responsibilities with regard to confidentiality.
- Provide assistance in addressing recruitment and selection issues and/or outcomes.

Cross-References

Definition of Employee Status HR.1-01 - Definitions

Harassment and Discrimination Free Workplace HR.5-01

Salary Administration HR.9-01

Promotions, Transfers, Acting Assignments and Secondments HR.9-04 - Responsibilities

Red Circle Rates HR.9-05 - Procedures

Position Administration HR.9-07 - Procedures

Job Evaluation HR.9-08 - Procedures

Administration Bylaw for reference to Code of Conduct – Item 17-Schedule A, Item 17-Schedule B, Item 13-Schedule D

Provincial legislation as amended from time to time including but not limited to Employment Standards Act and Regulations, Human Rights Code, Municipal Freedom of Information and Protection of Privacy Act