



Corporation of the Town of Cobourg

Policy Title: Recruitment

Division: General Administration

Effective Date: July 26, 2021

Approval Level: Town Council

Section Number: 2-20

Department: Human Resources

Revision Date: June 24, 2021

Policy Number: HR-AP-0001

Purpose

The purpose of this policy is to outline a consistent, equitable and transparent process to attract, recruit, select and retain the most qualified candidate(s) without bias and to ensure that the Municipality hires the best candidates based on qualifications, skills, training, and ability to perform the work.

Policy

Recruitment of new employees will be done in an open, fair, transparent, and ethical manner, consistent with legislation, Collective Agreements and in accordance with the Human Resources Professional Association (HRPA) Standards and Practices.

The Town is committed to fostering inclusivity and diversity in the workplace, and finding ways of identifying, decreasing and mitigating barriers to full participation as Candidates and Employees.

All aspects of the recruitment process will be reviewed annually and as needed for potential biases and hidden barriers and revised to foster inclusion and respect of all members of the community.

Accommodations are available, upon request, to support applicants throughout the recruitment process. Requests should be sent to careers@cobourg.ca or by calling 905-372-4301.

Personal information collected through the recruitment process will be used solely for the purpose of candidate selection, in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

Authority

Municipal Council has authority to hire the Chief Administrative Officer.

The Chief Administrative Officer has authority to:

- i) hire Directors and Statutory Officers after considering input from Council.
- ii) to hire any other employees directly reporting to the CAO.

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Directors have the authority to hire Managers and front-line staff in their department. Directors have authority to delegate the recruitment of front-line staff to Managers however, the Directors must approve all offers of employment.

Only staff whose positions have been approved through the budget process can be hired.

An outside Executive Search firm may be engaged in the recruitment process for Senior Management positions.

Categories of Employees

Full Time: works a minimum of 35 hours/week.

Part Time: works less than full time hours.

Temporary: hired for fixed term as outlined within the Employment Contract, typically not to exceed twenty-four (24) months.

Casual: as outlined within the [Town's CUPE Collective Agreement](#). – add Link

Student: as outlined within the [Town's CUPE Collective Agreement](#). – add Link

Temporary Employees

Employees may be hired for time-limited projects or to fill temporary vacancies (e.g. pregnancy/parental leave) that have been approved through the budget process by Council.

The hiring process for temporary employees will be the same as the process for permanent staff. The contract will specify the timeline for the contract and will include the following information:

1. Position hired
2. Start date and end date
3. Salary and Benefits
4. Termination clause

Should the contract need to be extended, approval must be obtained from the Chief Administrative Officer, CUPE (if applicable) and a new contract will be developed. No contract will be extended that could create a full-time employment position unintentionally.

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Once hired, temporary employees may apply for permanent positions on the same basis as internal applicants. Temporary incumbents may apply for the position when it is posted on a permanent basis. For non-union positions, internal and external postings will be concurrent.

Interim Appointments

The CAO may, on an interim basis, appoint a member of Management (pursuant to the Town's Organizational Chart) to a vacant position until a full recruitment process is implemented. This interim appointment shall be no more than twenty-four (24) months. A Letter of Employment will be prepared outlining the expected length of the appointment, salary and other benefits accompanying the interim appointment. At the point in time when the full recruitment process begins to fill the position on a permanent basis, the interim incumbent may apply and will not be given any special consideration for having filled the position on an interim basis.

Council may appoint an Interim CAO when necessary and pursuant to the CAO Recruitment Policy.

Internal Candidates

Internal candidates will only be considered prior to external candidates in the case of unionized positions and in keeping with current collective agreement language.

Internal candidates must be considered concurrently with external candidates in the case of non-unionized positions. Internal Candidates will not be given preference during the recruitment process.

Postings

Whenever possible, job postings and advertisements will be posted externally a minimum of three (3) weeks.

All recruitment for unionized positions will follow current collective agreement language.

Interview panels

For all full time and part time positions, interview panels will consist of two (2) and not more than three (3) employees, consisting of the Director/Manager, a Human Resources professional and where necessary an additional non-union staff member with approval of the CAO.

Any external support and assistance provided by an outside resource (such as an upper-tier government) shall be required to sign a confidentiality/non-disclosure agreement with

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the Town.

Interview panel members should not be interviewing candidates who may be their Manager/Director. Efforts should be made to avoid having potential departmental colleagues on the interview panel (e.g. Manager interviewing for Manager in the same department).

In the case of a Director position, the interview panel should include one (1) Human Resources professional, the Chief Administrative Officer with the option of a third member to be at the discretion of the CAO.

In the case of a Manager position, the interview panel should include one (1) Human Resources professional, the Director of the department and the CAO or designate.

In the case of all other employees, interview panels will consist of two (2) and not more than three (3) employees, consisting of management, and where necessary a Human Resources professional.

All members of the interview panels are required to maintain confidential all aspects of the recruitment process.

Interview Process

Standardized questionnaires must be used for all interviews. Questions should elicit information about past behaviors, descriptions of experience, demonstration of evidence of required skills and competencies.

Where necessary, a second interview may be conducted.

Documentation of Interview Questions

Interviews must be documented in as much detail as possible to assist in the scoring. However, should a candidate reveal inappropriate information under the Human Rights Prohibited Grounds about themselves, such information should not be documented.

All competition documentation related to the successful candidate will be maintained in their personnel file. All other competition documentation will be labelled accordingly and maintained within the competition file for one (1) year.

Probationary Periods

The Chief Administrative Officer, Management, and all Non-Union/Non-Management staff will serve a probationary period of six (6) months.

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Union and Association employees will serve a probationary period as outlined in respective collective agreements.

Employment of Immediate Family Members

The Town may allow the employment of immediate family members of current Town employees, provided that they will not be working in the same department. For the purpose of this policy, an “immediate family member” is defined as spouse, common-law partner or any person with whom the person is living as a spouse outside marriage; parent (including step-parent or legal guardian); child (including step-child or grand-child); sibling, aunt, uncle, nephew, niece, first cousins; and in-laws (including mother and father in-law, sister and brother in-law, daughter and son in-law).

An employee who is aware that a relative or person with whom they have a close personal relationship has the potential to be hired or assigned to a position that could result in a direct or indirect supervisory reporting relationship, or be in a position to influence the career or employment activities of such person, must advise HR that a potential conflict may exist. A “close personal relationship” is defined as a relationship wherein, you and the individual socialize on a regular basis and may be described as “part of your support network” or where you consider the individual to be “family” even though you are not related.

Active employees who were employed in the same department as a relative prior to 2021 will be grandfathered in their current position. For clarification, this means the employee will not be eligible to be promoted or transferred into a Supervisory position where the employee will be responsible for the direct or indirect supervision of a relative. No employee will be allowed to directly or indirectly supervise a relative. An employee will not be eligible to be promoted into a position where they will be responsible for the direct or indirect supervision of a relative.

Where two employees become related and contravene any restrictions while employed by the Town, they may be reassigned a position at the discretion of the Chief Administrative Officer.

Reference Checks and Criminal Record Checks

At least two (2) reference checks will be conducted on all new employees. References must be of a management nature and will not be family members and/or personal relationships.

All new employees will be required to undergo a criminal record check prior to beginning their employment with the Town of Cobourg. Vulnerable sector record checks will be conducted for required positions. Hiring decisions based on criminal record checks will align with Ontario Human Rights Law and the Criminal Code.

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As part of the recruitment process, a review of social media accounts shall be conducted for senior management positions by a third party vendor.

Scope

This Policy shall apply to all recruitment of Town of Cobourg positions, including Fire Chief and Deputy Fire Chief.

This Policy does not include the hiring of a Chief Administrative Officer that would fall under a separate recruitment policy.

Administration

The Chief Administrative Officer shall implement and administer the terms of this policy and shall establish related operating procedures as required.

Cross Reference

Other relevant documents and legislation

Approval Signatures:

Passed on July 26, 2021 Resolution # -2021

Mayor

Municipal Clerk