

**THE CORPORATION OF THE TOWNSHIP OF ESSA  
CORPORATE POLICY AND PROCEDURE MANUAL**

**Department:** Administration  
**Policy Number:** A01-16  
**Subject:** Hiring Policy

**Approved by Council:** March 9, 2016  
**Effective Date:** March 10, 2016  
**Previous Policy Repealed:** A04-04 as amended  
**Date of Revision:** September 4, 2019  
**Resolution No.:** CW166-2019

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## **1. POLICY STATEMENT AND RATIONALE**

In accordance with Sec. 270 of the *Municipal Act, 2001*, municipalities shall set policies with respect to the hiring of employees in order to ensure greater transparency and accountability; to prevent real or perceived conflicts of interest; to avoid actions that have the potential to adversely affect safety, security or morale; to promote public confidence and the integrity of the municipality; or to satisfy public expectations. The Corporation of the Township of Essa and its Management recognize the following principles for the recruitment and selection of employees:

- All candidates will be treated with dignity and respect, equality of access and opportunity for employment.
- Each competition will be fair and open while ensuring that all legislative requirements are met.
- The most qualified available candidate will be selected in accordance with this policy.
- Hiring decisions for full time staff, other than the CAO and Department Heads, will be approved by the CAO.
- Items in this Policy that include \*\* indicate a different procedure for the Fire Department, and should be referred to on Appendix "A" (attached).

In accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*, Ontario Regulation 191/11, public sector organizations shall incorporate accessibility criteria in the hiring, recruitment, and selection process.

## **2. SCOPE**

This hiring policy applies to all Township employees. "Employee" may refer to full time, part time, casual or seasonal staff, fire fighters and Department Heads. In some instances the Fire Department reserves the right to enact different procedures to ensure the safety and security of its members and the public. Refer to Appendix "A" of this document.

The Chief Administrative Officer (CAO) and Department Heads will be interviewed and hired by Council. The assistance of an outside consultant may be required. Other staff will be hired by the CAO, starting at step one on the Township's established pay grid.

## **3. PROCEDURE AND IMPLEMENTATION**

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. New positions will be reviewed by the CAO and presented to Council for approval.

### 3.1 Hiring

- a. The Department Head is responsible for ensuring that the Ontario *Human Rights Code*, *Accessibility for Ontarians with Disabilities* and *Municipal Freedom of Information and Protection of Privacy* legislation is followed at all times during the recruitment and selection process.
- b. Unsolicited resumes that are submitted from the general public will be kept on file for three months and then shredded.
- c. For positions other than CAO or Department Heads, a hiring team comprised of the Department Head, the CAO (where applicable) and other staff members as applicable will be responsible to interview, test and recommend the hiring of candidates with previous work experience, competencies and/or educational qualifications which meet the requirements of the position.
- d. For CAO or Department Head positions, a Member of Council may participate in the interview process.
- e. Vacancies for full time positions are posted internally, on the Township website, through other recruiting websites, advertisements in local newspapers and/or through professional associations. For part time or seasonal positions, Department Heads may rehire previous employees without a competition, on approval of the CAO.
- f. In emergency situations where no staff are currently available, part time or seasonal employees may be retained by the CAO to ensure the continued operation of facilities.
- g. Department Heads will ensure that the qualifications of each position, job descriptions, criteria, question design and weighting, and reference checking are carried out in accordance with this policy and the Township's Terms and Conditions of Employment By-law.
- h. Reference checks must be made for all new hires after receiving consent from the candidate. Written consent will be collected in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*. The information collected from the reference must be verifiable and job related. References from relatives will not be accepted. All written records collected through reference checks of unsuccessful candidates must be retained for two years for legal purposes. Reference information of successful candidates will be retained in the permanent personnel record.
- i. The Township will hire those persons deemed to be the most qualified to fulfill the requirements of the position, as long as they will not be supervised by, or supervisor to, a direct relative. \*\*
- j. The Township of Essa will hire individuals in accordance with the *Ontario Human Rights Code*.

- k. Detailed processes and procedures for the recruitment and selection of employees should be consistent throughout the Township and used by all departments.

### **3.2 Recruitment**

- a. The Department Head identifies a job vacancy and submits a Recruitment Requisition (attached) to the CAO for approval. \*\*
- b. A recruiting ad should contain the following: job title, a brief but clear description of core duties and responsibilities, a statement of skills, abilities, knowledge and experience required, working conditions, where and how to apply, and closing date for applications. All ads will also include a disclaimer pertaining to the collection of personal information under MFOI legislation, as well as the following statement: **“The Township of Essa is an equal opportunity employer. Accommodations will be made, upon request.”**
- c. Internal and external advertisements will be placed to attract an adequate sample of qualified candidates and to promote public confidence. Existing staff wishing to apply for vacant positions may do so through the same process as external candidates. \*\*
- d. Only candidates selected for interviews will be contacted, as is indicated on all job postings.

### **3.3 Selection Procedures**

- a. Selection is the process of differentiating among applicants in order to identify and hire those with the qualifications that best meet the requirements of a position. Filling vacant positions within the Township requires a formal employment interview between the applicant, the Department Head, and possibly the CAO or another Department Head. Council and/or Board members may choose to participate in the interview process at their discretion.
- b. Interview questions should be as consistent as possible among departments, and should be similar for the same or comparable positions. Answers should be ranked according to the various technical and behavioural skills required. Notes on candidate answers should be taken by everyone present. Other oral, written or physical components or testing may be included. If the interview will include a test (ie: Excel, Word, etc.), the candidate(s) shall be informed that accommodations will be provided upon request.
- c. No question shall be asked that would breach *Ontario Human Rights Code* provisions on the grounds of race, creed, colour, age, sex, marital status, nationality, ancestry, place of origin, sexual orientation or disability.
- d. Following the interview process the Department Head selects a final candidate in consultation with the CAO. Reference checks are conducted after the selection of a final candidate, but before an offer of employment is made. All staff will start employment with the Municipality at step one on the established pay grid unless otherwise approved by Council.
- e. The Department Head will inform unsuccessful interviewees in a method agreed upon by both parties, once a hire has been confirmed. Feedback will be provided to unsuccessful

applicants who request it, but this feedback must be strictly confined to the job related factors which impacted the selection decision.

### **3.4 Appointment Conditions**

- a. In some cases the Township may require pre-employment documentation before an offer of employment is made, such as a satisfactory medical clearance from a physician, a criminal record check or a driver's abstract. Any such documents may be obtained only after a conditional offer of employment is made in writing. Any specific medically related requirements of a position should be revealed to the applicant prior to an interview, such as a minimum vision standard, giving the applicant an opportunity to provide any pertinent information in advance.
- b. In the event that the results of these checks are unsatisfactory, the Department Head and the CAO will determine whether or not to extend the offer of employment.
- c. All new employees shall provide the Department Head with a copy of their driver's license, Social Insurance Number or other such evidence of age and education credentials as may be required and such documents shall be retained in the employee's file.
- d. Any conditions addressed in an Offer of Employment letter, such as the use of a personal vehicle for Township business or compensation shall be agreed to in writing before employment begins.
- e. Orientation for new employees and summer students will be conducted by the Department Head or designate and must occur within the first two weeks of employment. At this time the employee will be required to sign and acknowledge that they have read and understand the Terms and Conditions of Employment By-law, the Code of Conduct, Harassment Policy, Health and Safety policy manual and guidelines, the Computer Usage policy, and any other policies and agreements pertaining to the position.
- f. All employees, upon commencing work, shall sign a Confidentiality Statement as a condition of their employment with the Township ensuring the integrity and credibility of the Township.
- g. Current employees who are successful candidates of a competition must be placed in their new positions within a three week time frame. Any extenuating circumstances for coverage must be discussed between the affected departments and a mutually acceptable arrangement reached.

### **3.5 Confidentiality of the Selection Process**

- a. All records related to job competitions or applications for employment are personal information and must be kept strictly confidential in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* and the Township's Retention Schedule.
- b. All interviews shall be conducted in private and candidates are to be assured of confidentiality throughout the selection process. If an applicant selected for an interview requests an accommodation for accessibility, the Township of Essa shall consult with the applicant to provide or arrange for suitable accommodation (ie: materials, location,

processes, etc.). The accommodations to be made will be decided upon by the Department Head and the candidate(s) making the request. Written comments from each of the interviewers shall be retained by the Department Head. Information of unsuccessful candidates collected as part of the recruitment/interview process should be retained for two years and then destroyed.

- c. Should the hiring of a new employee be announced in open session of Council, the announcement should only include the successful candidate's name and the position title. No details surrounding the selection process, salary or personal information shall be revealed.

### **3.6 Nepotism**

- a. Applicants will not be hired into a position where their supervisor or subordinate is an immediate family member. In applying this policy, "immediate family" refers to a spouse, same sex partner, child, parent, sibling, mother or father-in-law, sister or brother-in-law, son or daughter-in-law, grandparent, grandchild, niece, nephew, step-family, guardian or dependents. \*\*
- b. To avoid perceived favoritism or conflicts of interest, and to ensure the safety of all employees, internal candidates will not be promoted or transferred to positions where they would be supervised by or supervisor to an immediate family member as indicated above.
- c. Immediate family of Members of Council will be considered for positions in accordance with this policy, so long as they are the most qualified candidate, and the Member of Council has declared a conflict of interest pertaining to any hiring, promotion or disciplinary issues and are removed from the decision making process.
- d. Should employees become directly related after hiring, the CAO and/or Department Head must attempt to reach a solution with the employee that is consistent with this policy but which does not contravene the Ontario *Human Rights Code*.

### **3.7 Student Hiring Process**

- a. Student job opportunities may be advertised in local newspapers, on the Township website, at job fairs and local educational institutions.
- b. Upon commencement of employment, students must be of a minimum age which complies with employment legislation.
- c. Department Heads may recommend, to the CAO, rehiring former student employees, provided they meet the aforementioned criteria, and based on previous successful performance evaluations.

### **3.8 Exit Interviews**

- a. Following receipt of a full time employee's resignation and prior to their departure, the CAO or Department Head may conduct an Exit Interview on the approved form (attached) to identify areas for improvement, confirm what is being done well, and discuss any

recommendations the employee may have for improving service levels. A copy of the form is to be retained in the permanent employee file.

- b. The employee may opt out of this exercise. Part time staff may be exempted.

#### **4. COMPLIANCE**

- a. This policy applies to all permanent, temporary, full time, part time, seasonal or volunteer staff except where indicated/to exempt members of the Essa Fire Department.

Att: Appendix 'A'  
Recruitment Requisition Form

**APPENDIX 'A'**  
**TO THE TOWNSHIP OF ESSA HIRING POLICY**

The following items provide an exception to the direction of the Township of Essa Hiring Policy, of which this schedule forms a part, to make allowance for the recruitment and retention of members of the Essa Fire Department. The Essa Fire Department reserves the right to enact different procedures to ensure the safety and security of its members and the public.

Item 3.1 (i) Refer to item 3.6 (a) below.

Item 3.2 (a) The Fire Chief is not required to submit a position requisition to the Chief Administrative Officer for each vacancy that occurs within the Fire Department.

Item 3.2 (c) In order to recruit fire fighters who are within easy access to one of the Fire Stations for emergency response, the Essa Fire Department reserves the right to limit applicants to those who reside within close proximity to the fire station to which they are assigned, in order to meet provincial requirements for response time.

Item 3.6 (a) To ensure the safety of its members, and to encourage recruitment from a wider community network, the Essa Fire Department defines "direct relative" as a spouse or same sex partner, parent, child, sibling, mother or father-in-law, son or daughter-in-law, grandparent, grandchild, guardian or dependent.

**Policy Title:** Hiring Policy  
**Department:** Administration

**Number:** A01-16  
**Date Approved:** March 10, 2016  
**Date of Revision:** September 4, 2019

## RECRUITMENT REQUISITION

Department: \_\_\_\_\_

Division: \_\_\_\_\_

Position: \_\_\_\_\_

Attach Job Description:  Yes  No

New Position

Full-time (Permanent)

Replacement For: \_\_\_\_\_  
(attach resignation letter, sick note, maternity leave note, etc.)

Temporary ( \_\_\_\_\_ months)

Seasonal (summer/winter)

Job Posting Required  
(attach draft Job Posting, if new position)

Part-time (permanent or temporary) – less than 24 hours per week

Recall/Rehire: \_\_\_\_\_

Temporary (under 60 days)

Start Date Required: \_\_\_\_\_

Termination Date (if required): \_\_\_\_\_

Hourly Rate of Pay Or Salary Range: \_\_\_\_\_

Hours per week: \_\_\_\_\_

Work Location: \_\_\_\_\_

### Job Posting Information

Date Posted: \_\_\_\_\_ Date Closed: \_\_\_\_\_

Number of Applicants: \_\_\_\_\_

Number of Interviews: \_\_\_\_\_

Date unsuccessful candidates contacted: \_\_\_\_\_ (only those interviewed)

Name of Recommended Candidate: \_\_\_\_\_  
(if more than one position, use additional sheet)

References Check Completed  3 professional references are required where applicable

Verbal Offer  Date of offer: \_\_\_\_\_

Pre-Employment Documentation (if applicable) must be received prior to written offer being provided.

Criminal Record Check  Medical Report  Driver's Abstract and copy of Driver's Licence

Hire Date: \_\_\_\_\_ Orientation Date: \_\_\_\_\_

Does this position have budget approval:  YES  NO Date Council Approved: \_\_\_\_\_

Requisitioned by (Dept. Head): \_\_\_\_\_

Approved (CAO): \_\_\_\_\_

Day	Month	Year
Day	Month	Year