# Employment/Hiring

**Policy Number:** 91-001

**Approved by:** County Council

**Department:** All Departments

**Date Approved:** 2007-03-21

**Effective Date:** 2007-03-21

**Originating Department:** Click here to enter text.

**Last Revision Date:** 1992-05-20

**Scheduled for Review By:** Click here to enter a date.

**Replaces Policy No:** Click here to enter text.

## Purpose

* 1. To develop a policy and procedure pertaining to all phases of the employment process.
  2. To ensure uniform application of this policy and resulting procedures throughout the Corporation.

## Scope

* 1. Applies to all departments, divisions or sections within the Corporation.
  2. Applies to the hiring of all employees, unionized and non-union personnel.
  3. Reference collective agreements for additional bargaining unit specifics.

## Definitions

* **Replacement Position** – Defined as a position that is replaced with a like position. An example would be when an employee leaves their position as one of 5 clerks in a department. The manager is replacing that employee with another clerk so there are then 5 clerks again in the department.
* **Additional Position** – Defined as a position that is added to a compliment of existing like positions. An example would be when there are 5 clerks in a department, and the manager wants to add a 6th clerk position so there are now a total of 6 clerks.
* **“No net addition”** is commonly used to describe when a position in one classification is not being replaced, and instead an additional position is being added in another classification. The approval process for “no net additions” will be administered in the same manner as for “additional positions”.
* **New Classification** - Defined as a position that is being recruited for is a new type of job at the County i.e. it has not been evaluated nor had pay levels assigned to it. For example, we currently do not have any Millwrights on staff; if we hired one that would be a new classification.

## Responsibilities

* 1. The Director, Human Resources is responsible to ensure that the guidelines set out in this Policy are implemented and adhered to.
  2. All departments, division, section managers and supervisors are responsible for following the guidelines contained in this policy.

## General

* 1. The Corporation is an equal opportunity employer and does not discriminate in the hiring process on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, marital status, family status, disability, or record of pardoned criminal offences.
  2. The Corporation's objective is always to hire the most qualified applicant. The selection process will be based on qualifications, competence, skill, training, and the ability to perform the work, and where applicable; seniority.
  3. Management supports the value and benefit of employees growing by pursuing varied and increasing responsibilities through a job posting process which enables employees to grow within the Corporation.

## Approval Processes

### New Classification or Additional Position:

1. These will be first presented to the Chief Administrative Officer for review. Such presentation will include the Department head's written business case for adding this classification, a detailed job description along with any other pertinent information substantiating the need for the classification. The Employee Requisition Form is the cover document for this request.
2. The Chief Administrative Officer will present his/her recommendation to County Council for approval. In addition to being included in standard budget submissions specific reference will be made of this request to Council.
3. Once approved by Council, the CAO will forward the duly signed Employee Requisition Form to the Director, Human Resources.
4. For New Classifications, the Director, Human Resources will convene the appropriate Joint Job Evaluation Committee for the determination of a provisional wage or salary rate. If this committee cannot be convened in a timely manner an interim pay range will be established (in consultations with the union, where applicable). Job postings will note that the rate is an interim rate.
5. After six (6) months experience the incumbent employee and their immediate supervisor will complete a Job Questionnaire and submit same for re-evaluation in accordance with established procedures for such reconsideration.
6. Once approved by Council, the hiring manager and the Director, Human Resources will establish a recruitment strategy.

### Replacement Positions

1. The immediate manager will present his/her written business case, along with a detailed job description to the department head, for approval. The Employee Requisition Form is the cover document for this request. Once approved, the department manager will forward the duly signed Employee Requisition form to Human Resources.
2. Once approval has been provided to fill a position, the hiring manger and the Director, Human Resources will establish a recruitment strategy.

### Department Head Positions (Management positions reporting to the CAO)

1. The Chief Administrative Officer will require Council approval for all recruitment initiatives (additional position, replacement position, or new classification) for positions at the level of department head. The recruitment strategies for these positions will be established in conjunction with the CAO and Council. The Warden and Deputy Warden are to be involved in recruiting initiatives in conjunction with the CAO, with final approval by County Council.

## Job Posting Process – Internal Search

* 1. Job posting will be initiated by Human Resources, who will forward copies of the postings to applicable locations with the exception of Sun Parlor Home, which initiates and implements postings independent of the Human Resources Department. Postings for non- union positions will be posted for six (6) week days.
  2. Postings will include job requirements and notice of any associated candidate physical or skill testing or background checks. Certain positions may require a criminal background check because of access to currency, confidential material, working with vulnerable individuals (i.e. children and seniors). The Director, Human Resources, in consultation with the applicable Department Head will determine whether certain positions require a criminal background check.
  3. Employees wishing to express an interest in the posted vacancy will do so by submitting a cover letter and resume, referencing which job they are applying for. Unless otherwise stipulated in a collective agreement and in the case of postings at the Sun Parlor Home the applicant will forward their application directly to Human Resources.
  4. As a courtesy, employees who are applying for a posted vacancy are encouraged to inform their current manager that they have applied.
  5. Human Resources will review all posting applicants and develop a list of qualified candidates. Internal applicants that do not qualify because they do not meet the basic minimum posted requirements for the role, and/or cannot initially stand as a candidate because of their status outside of a bargaining unit will not be interviewed. They will be informed of this by Human Resources. An exception to this process is at Sun Parlor Home, where the hiring manager is accountable for these steps.
  6. As a minimum, interviews will be conducted by the immediate manager/supervisor and a representative from the Human Resources Department.
  7. An **exception** to this is when seniority and job specific qualifications/certificates are the **only selection criteria** (e.g. an interview to assess skills, competencies beyond job specific qualifications/certificates is not required). In these instances, a pre-offer meeting with the immediate manager and most senior qualified candidate is required.
  8. Once a qualified candidate has been identified by the hiring manager, the Human Resources representative and/or the hiring manger/supervisor will confirm the start pay rate per the applicable policy or collective agreement. The hiring manager/supervisor will then make a verbal offer of employment (transfer) to the preferred candidate.
  9. After the verbal acceptance, Human Resources or hiring manager in the case of Sun Parlor Home will:

1. Facilitate the transfer date with the current and hiring managers.
2. Confirm the offer in writing to the candidate.
3. Inform the unsuccessful candidates
4. Post a congratulatory notice

The hiring manager is accountable for ensuring any required equipment, collection of required certificates/qualifications, supplies, computers etc. are arranged for the new employee’s arrival.

For **non-unionized employees**, the successful applicant shall be given a trial period of thirty (30) working days, during which time he/she will receive the necessary training for the position. The trial period will not be curtailed without just cause, before it has run its full course. Conditional on satisfactory service, the employee shall be declared permanent in that position after the period of thirty (30) working days. In the event the successful applicant proves unsatisfactory in the position during the trial period, or if the employee is unable or unwilling to continue to perform the duties of the new position, he/she shall be returned to his/her former position, wage or salary rate, without loss of service credits. Any other employee promoted or transferred because of the rearrangement of positions shall also be returned to his/her former position, wage or salary rate.

For **unionized employees**, trial periods will be carried out as per the applicable Collective Agreement.

## External Search

* 1. Positions that cannot be filled as per [Section 7.0 Job Posting - Internal Search](#_Job_Posting_Process) are eligible for the Corporation's external search procedures. Some positions depending on internal and external supply may be recruited for externally at the same time they are recruited for internally. This will not occur if such a practice is in violation of a collective agreement.
  2. The Director, Human Resources and the hiring manager will determine the composition of a suitable advertisement, the market to be pursued and the carrier. The Human Resources Department will place the advertisement.
  3. Advertisement will include job requirements and notice of any associated physical and/or skill testing, or background checking. Certain positions may require a criminal background check because of access to currency, confidential material, working with vulnerable individuals (e.g. children and seniors). The Director, Human Resources, in consultation with the applicable Department Head will determine whether certain positions require a criminal background check.
  4. The Human Resources Department will screen all applicants and develop a short list of qualified candidates. Only applicants meeting the position's qualifications will be placed on the short list.
  5. From the short list of applicants, the hiring department, together with Human Resources, will identify those candidates to be interviewed. Human Resources will schedule interviews with the selected candidates in consultation with the hiring department. In the case of Sun Parlor Home, candidate screening, selection and interviewing will be performed by the departmental hiring managers.
  6. As a minimum, interviews will be conducted by the immediate manager/supervisor and a representative from the Human Resources Department. In the case of Sun Parlor Home, a representative from the Human Resources Department will only be present at the request of the hiring manager.
  7. Human Resources will contact the references of the preferred candidate and report the results of the investigation to the hiring department before an offer of employment is made. In the case of Sun Parlor Home, reference checking will be done by the Hiring Manager; or by Human Resources if requested of the departmental hiring managers. The report will become part of the applicant’s hiring file.

## Offer of Employment with the County (External)

* 1. Once a preferred candidate is selected, the hiring manager and Human Resources representative will establish the offer details re: wage, benefits etc. The hiring manager will verbally present the offer to the candidate. If any resulting negotiations are required they will be conducted in consultation with the Director, Human Resources.
  2. Probationary period for employees new to the Corporation will be in accordance with the Probation Period Policy, Non Union Policy 94-011, or applicable Collective Agreement.
  3. The written offer of employment will be presented by the Human Resources Department (At Sun Parlor Home the hiring manager will be accountable for this step) and include all pertinent data as to position title, annual salary, start date, benefits entitlement, probation period, and, if necessary, a copy of the applicable Collective Agreement.
  4. Applicants for some positions will be informed through job advertisements, during their interview for employment, volunteer work or an education/work experience placement, that a criminal record search is a factor for consideration for employment/placement and will be provided with the appropriate information to assist them in obtaining the criminal reference check. The candidate will obtain a form entitled Release and Discharge Relating to Consent and Disclosure of Criminal Record Information from the appropriate Police Department in the area that they live.
  5. The County of Essex reserves the right to request updated Criminal Record Checks of employees during their employment with the corporation.
  6. Candidates will be reimbursed for the cost of this check. Once a final decision has been made regarding employment, Human Resources will ensure that the confidentiality of any candidate’s Criminal Record Search is maintained and secured in the Human Resources Department.
  7. Many roles have measurable Bona fide Operational Requirements (BFOR). If additional testing is required to assess a candidate’s ability to perform the BFOR of a particular role, they will be advised of this requirement, and the nature of the testing, in the job posting
  8. Once the offer of employment has been accepted and acknowledged, a Change of Status notice shall be completed by the Human Resources Department and all levels of approval signed off.
  9. All new employees must have completed, dated and signed the appropriate employment application form.
  10. The hiring manager is accountable for ensuring any required equipment, collection of required certificates/qualifications, supplies, computers etc. are arranged for the new employee’s arrival
  11. Human Resources (at Sun Parlor Home the applicable manager) will post a welcome notice regarding the new hire once they have started.

## Reference

* Employee Requisition form
* Collective agreements for bargaining unit specifics regarding job postings and filling vacancies
* Hiring and Employment of Family Members Policy 04-003
* Probationary Periods Policy Non Union 94-011