



## **City of Belleville**

**Subject: Recruitment, Selection and Hiring**

**Date: July 2005**

**Reviewed: March 2010**

**Revision: January 2017**

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### **1. POLICY**

It is the policy of the Corporation of the City of Belleville to select the best qualified candidates on the basis of experience, skill, ability and suitability for positions. This policy shall be applied within the framework of applicable legislation, collective agreements, budgetary limitations, and corporate needs.

The objectives of this policy are to provide guidelines with respect to the recruitment and selection of both internal and external candidates that ensure consistent and fair treatment of all applicants.

Recruitment, selection and hiring shall be free of discrimination of the prohibited grounds as set out in the *Canadian Human Rights Act*, and shall meet the requirements of the *Accessibility for Ontarians with Disabilities Act*.

### **2. RECRUITMENT AND SELECTION PRINCIPLES**

All unionized positions shall be filled in compliance with the respective Collective Agreements. Vacancies shall be advertised internally first to employees within the applicable bargaining unit. If permanent positions are not filled using the process set out in the applicable Collective Agreement, the responsible Manager, in consultation with the Human Resources Department, shall advertise the position externally.

Non-Union (Administration) positions shall be advertised externally. Current City of Belleville employees from within any bargaining unit shall not be precluded from making application to postings for Administrative positions subject to possessing the essential qualifications of the position(s) being posted. The responsible Manager, in consultation with the Human Resources Department, shall determine the area and scope of recruitment (i.e. where advertisements shall be posted to ensure that there are sufficient qualified applicants).

**Note:** Temporary positions not filled by internal staff may be filled from the City's Temporary Support Pool, from applications received from advertisements. The responsible Manager shall discuss the most appropriate method with the Human Resources Department.

Pursuant to the City's Policy on the Permanent Employment of Relatives of Staff Members and Elected Officials:

- A) The immediate relatives of Elected Officials, the Chief Administrative Officer and the Director of Human Resources shall **not** be employed by the City in any capacity.
- B) The immediate relatives of Department Directors shall **not** be employed where such permanent employment would result in a direct reporting relationship within the same Department.
- C) The immediate relatives of Management personnel other than Department Directors shall **not** be employed where such permanent employment would be under the direct or indirect reporting authority of the Management personnel.

The selection process shall be fair and transparent. The selection shall be based upon clearly defined criteria of experience, skills, ability and suitability, as related to the position and approved job description.

The requirements of this staffing policy should be adhered to consistently. However; these requirements should not be applied so rigidly as to unnecessarily delay staffing or render staffing impossible.

**Definition-** while not clearly defined, immediate relatives as per the *Ontario Human Rights Commission* suggests "Family status" is defined as "the status of being in a parent and child relationship."

Detailed procedures are outlined in the following attachments:

- Annex A - Recruitment Procedures
- Annex B - Selection Procedures
- Annex C - Hiring Procedures
- Annex D – Staffing Requisition Form

## **ANNEX A – RECRUITMENT PROCEDURES**

### **A1. Staffing of Replacement Positions**

Each time an employee terminates or is promoted or is transferred, the Manager, in consultation with the Human Resources Department, should review the position to consider the following:

- a) Is it a full-time (or part-time) job?
- b) Can the duties be reallocated or distributed among other members of the staff?
- c) Can the job be eliminated, automated or simplified?
- d) Can the Section, Division or Department be reorganized for greater efficiency and productivity?
- e) Has the job pay rate been properly evaluated and graded? Is the proposed salary equitable with what is being paid to others in the City?

### **A2. Staffing of New Positions**

Before establishing a new position, the Department Director in consultation with the Human Resources Manager should consider the following:

- a) Effect on operating costs.
- b) Alternative means of accomplishing the proposed function with present staff.
- c) Is the proposed position a seasonal or a regular part-time position?
- d) Can the position be staffed on a temporary or part-time basis for a short period of time? (i.e., during peak periods or to catch up on a backlog of work)
- e) Has the job pay rate been properly evaluated and graded? Is the proposed salary equitable with what is being paid to others in the City?
- f) Can the work be more effectively handled via some other method of assignment?

### **A3. Vacancies – General**

Managers shall prepare a “Staffing Requisition” form and submit to the Human Resources Department for comments and recommendations. The “Staffing Requisition” shall then be sent to the appropriate levels for approval before returning it to the Human Resources Department for advertising, selection and filling of the position:

Chief Administrative Officer approval is required for staffing requisitions in the following specific circumstances:

- a) Replacement of any permanent full-time or part-time position.
- b) Creation of any new permanent full-time, part-time or temporary position.
- c) Significant alterations to any permanent full-time or part-time position.

Department Directors approval is permitted for staffing requisitions in the following circumstances, on the condition that costs are provided for in the current approved Operating Budget:

- a) Filling a temporary vacancy in an existing permanent full-time, part-time or temporary position. All temporary requisitions will be reviewed by the Human Resources Department to determine their need.
- b) Additional casual staff positions for existing functions (including recreational program staff for harbours, aquatics and summer programs, crossing guards, facility attendants and volunteer fire fighters).
- c) Creation of any position which is not funded by the current Operating Budget, or for which funding must be transferred from one functional area to another. (Staff Report must be attached)

**NOTE: Staffing Requisition forms may be emailed as an attachment with the necessary comments/approvals/information included in the email.**

The Human Resources Manager shall confirm the job description and appropriate rate of pay in consultation with the immediate Manager/Supervisor as required. The requirements and description of duties outlined in the approved job description shall be free of employment barriers, and shall reflect the essential requirements of the position.

#### **A5. Advertising Procedures**

The Human Resources Department shall be responsible for the co-ordination, formation, content and placement of all staff recruitment advertising. The area of recruitment for individual positions shall be determined by the manager, in consultation with the Human Resources Department.

In order to expedite internal postings of staff vacancies and avoid re-advertising any internal staff vacancies, internal postings will be handled as follows, for posting on all applicable bulletin boards by email:

Environmental & Operational Services – (Yards Operation)  
Environmental & Operational Services – (Water Operations)  
Environmental & Operational Services – (Parks)  
Environmental & Operational Services – (Transit Building)  
Recreation, Culture & Community Services  
Fire  
Engineering & Development Services  
Corporate Services  
Finance  
Economic & Strategic Initiatives  
Payroll

NOTE: The Departments/sections as outlined above shall be responsible for posting staff vacancies immediately. Internal postings shall be deemed to have been posted once distributed by the Human Resources Department.

Temporary and Casual staff recruiting will be publicly advertised on the basis of need, as determined by the Human Resources Department.

## **ANNEX B – SELECTION PROCEDURES**

### **B1. General**

The objective of the selection process is to secure the most qualified person for the position in question, taking into account the duties, functions, and responsibilities of the job, as well as the skills, abilities, experience, suitability and formal qualifications of a candidate.

The Human Resources Department shall be responsible for coordinating, administering and processing all recruitment/selection procedures. External professional services may be engaged to assist in the selection of candidates only as deemed necessary and appropriate by Council.

Council shall be the final selection authority for applicants at the CAO, Director's level or equivalent.

Directors or their designate shall be the final selection authority for applicants below the Director's level.

Group hiring for emergency or short-term employment purposes may be handled in a more abbreviated manner at the discretion of the Human Resources Department.

### **B2. Non-Discriminatory Recruitment/Selection**

All recruitment, selection and hiring shall be free of discrimination of the prohibited grounds as set out in the *Canadian Human Rights Act*, and shall meet the requirements of the *Accessibility for Ontarians with Disabilities Act*.

### **B3. Selection Board**

The Selection Board for all permanent positions shall consist of three people, including a member of the Human Resources Department who will provide advice and guidance to board members to ensure a selection process that is fair, transparent and defensible.

The Selection Board for temporary, casual and term positions may be smaller,-provided that the selection process is fair, transparent and defensible.

### **B4. Screening of Applicants**

Applicants will be screened based upon having the essential (minimum) requirements of the position as posted, as defined in the approved job description and shall be based upon bona fide occupational requirements.

The screening process shall be documented to ensure fairness, transparency and defensibility.

**Note:** Failure to meet the essential (minimum) qualifications as posted shall disqualify applicants from the process. Preference shall be given to applicants who possess asset (preferred) qualifications as identified in the approved posting.

Should no applicants possess the essential (minimum) or asset (preferred) qualifications, the Human Resources Department, in consultation with the appropriate Hiring Manager(s), shall determine the next steps to be taken in the recruitment process.

Documentation of the entire process shall include the following:

- Approved job requisition form
- Approved job description (if one exists)
- Approved job posting
- Staff Vacancy Tracking Sheet
- Candidate Scoring List

**NOTE:** All applicants to City recruitment processes will be issued an applicant tracking number. All personal information of applicants shall be removed from the applicants file prior to being circulated to the appropriate Hiring Manager(s) for their review.

## **B5. Selection Method**

Candidates may be evaluated on the basis of a personal interview, practical testing, or a combination of both.

Testing methods and interview questions shall be designed to assess the position requirements as defined in the approved job description and basic requirements of the position

All job applicants must be evaluated using the same criteria, standards, testing methods and questions to ensure the selection method is consistent from one candidate to another.

Conditions of employment should be discussed with the candidate during the interview, including as a minimum:

- The 'Essential Qualifications' of the position which include education and experience requirements of the position;
- The confirmation that the candidate is able to fulfill all of the job requirements (with accommodations if identified and required under applicable legislation);
- The confirmation that the candidate is available for shift work/extended hours (if required);

If no suitable internal candidates are identified, support pool and/or outside resources may be used as required.

Candidates shall be responsible for their own expenses related to the interview.

## **ANNEX C – HIRING PROCEDURES**

### **C1. Reference Checks**

When an applicant has been tentatively selected for hiring, it is essential that professional and personal references be contacted to verify the information provided by the applicant. The Human Resources Department shall administer these reference checks. Where applicable, the candidate shall also be asked to provide proof of education and vocational qualifications, and copies of required licences.

### **C2. Notification to Candidates**

The Human Resources Department shall make a written offer of employment to successful permanent position candidates and upon receipt of written acceptance, shall advise the unsuccessful interviewed candidates in writing. The Human Resources Department shall offer employment to successful temporary position candidates by way of a letter of acceptance. The offer of employment should contain, as a minimum, the following information:

- a. Position title and location of workplace;
- b. Start date of employment;
- c. Specific conditions of employment (length and successful completion of probation, drivers' license and other licensing requirements, medical verification and/or criminal record checks where applicable, etc.);
- d. Starting pay rate;
- e. Details of any benefits and pension plan entitlements; and
- g. The requirement of the candidate to accept or decline the offer by a specific date.

Upon confirmation of acceptance of the position by a successful candidate, candidates who participated in the interview process shall be notified in writing.

### **C3. Relocation Entitlements**

Relocation expenses shall be provided to the following positions:

- Chief Administrative Officer
- Department Directors

The amount authorized will depend on the individual circumstances and shall be reviewed on a case-by-case basis. When authorized, the following guidelines will be considered:

- a) For a household move, involving the sale and purchase of a home, a reasonable range would be up to \$5,000.00 (including fees for movers, legal fees and related incidental costs).
- b) For an apartment-to-apartment move, the cost of movers would be less, and there would be no legal fees to pay, and a reasonable range would be up to \$2,000.00.
- c) All reimbursements are conditional on the submission of applicable receipts.
- d) The Director of Human Resources shall approve payment of eligible costs, and eligible expenses shall be charged to an appropriate Human Resources account.

## ANNEX D – STAFFING REQUISITION FORM



### CITY OF BELLEVILLE JOB REQUISITION FORM

Originated by:  
Department/Section:  
Date:

***NOTE: This form is to be completed and all the necessary approvals secured BEFORE an employee is hired.***

JOB TITLE:	Present:	Reports to:	Title:
	Proposed:		Name:
	SALARY RANGE:	Minimum:	
		Maximum:	

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Job Description:	Attached	<input type="checkbox"/>
	Being Prepared	<input type="checkbox"/>
	On file in HR	<input type="checkbox"/>

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JOB STATUS:	Permanent	<input type="checkbox"/>	Part-time	<input type="checkbox"/>	Student	<input type="checkbox"/>
	New Position (As approved by Council)					<input type="checkbox"/>
	Temporary	<input type="checkbox"/>	Contract	<input type="checkbox"/>	Casual	<input type="checkbox"/>
	Replacement	<input type="checkbox"/>	For Whom?			

  

ADMIN	<input type="checkbox"/>	CUPE	<input type="checkbox"/>	UNIFOR	<input type="checkbox"/>	BPFFA	<input type="checkbox"/>	CLAC	<input type="checkbox"/>
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Have alternative means of handling this job been considered? Yes  No

ESSENTIAL QUALIFICATIONS REQUIRED:

DATE EMPLOYEE REQUIRED:

#### RECOMMENDATIONS

Department recommendations and support for the position shall be sent to Human Resources Manager (attach sheets/staff report(s) as necessary)

Human Resources shall review with the Hiring Manager and Department Head as required and make recommendations to the Approval Authority (attach sheets as required).

#### APPROVAL AUTHORITY

Chief Administrative Officer	<input type="checkbox"/>	Date:	
Department Director:	<input type="checkbox"/>	Date:	
Council (Budget Process)	<input type="checkbox"/>	Date:	(Staff report must be attached)

#### NOTE:

**Chief Administrative Officer Approval** required in the following specific circumstances:

1. Replacement of any permanent full time or permanent part time position.
2. Significant alteration to any permanent full time or part time position.

3. Creation of any position which is not funded by the current operating budget, or for which funding must be transferred from one functional area to another.

**Department Director Approval** is permitted in the following circumstances, on the condition that costs are provided for in the current approved operating budget.

1. Filling a temporary vacancy in an existing permanent full-time or temporary position.
2. Additional casual staff positions for existing functions (including recreational program staff, harbour staff, aquatics and summer programs, crossing guards, facility attendants and volunteer firefighters.)

The Hiring Manager shall identify computer and telephone requirements, and send a “New User Setup/Request Form” to IT for all new or temporary work assignments.