


Title: Staff Recruitment and Selection Policy		Number: 8016
Reference: Board of Comm. – April 23, 2008 Corp. Services – May 14, 2008	Adopted by City Council Date: May 20, 2008 	Supersedes: Policy adopted 15-Nov-2004
Prepared by: Human Resources Department		

STATEMENT

We believe that our people are the foundation of our organization. Excellent service to the community starts with a competent and engaged workforce. Through recruitment and selection practices that are transparent and free of barriers and bias, the City of Medicine Hat endeavours to attract and hire the best person for the position whose competencies and behaviours are aligned with both organizational and personal goals.

PRINCIPLES

The City of Medicine Hat commits to the Recruitment and Selection principles of:

1. Recruiting the best person for the position through a recruitment process that is transparent and free of barriers and bias which provides equal opportunity to all.
2. Ensuring sound human resources principles and best practice processes are used to recruit and select a candidate for a vacant position based on bona fide job requirements and established City goals and values.
3. Adapting recruitment strategies (eg. web-based) to recognizing the diversity which exists in the work force and the evolving demographic trends.
4. Adhering to the negotiated terms of collective agreements when hiring unionized staff.
5. Generally following an open posting process (internal and external) for non-union staff with due consideration to progression, succession planning and the evolving strategic direction of the Corporation when selecting the most suitable candidate.
6. Hiring employees who bring competencies and preferred work approach aligned with the actual requirements of the immediate vacancy and in circumstances where practical, hiring employees who may be able to move laterally, or progress to more senior roles.
7. Hiring Committee members must avoid or disclose any potential conflict of interest with regards to the selection process.
8. As with all prospective employees, relatives of current employees will be subject to a fair and equitable process of recruitment and selection. Situations which could result in direct reporting/supervision between relatives should not occur.

THIS POLICY IS SUBJECT TO ANY SPECIFIC PROVISION IN THE MUNICIPAL GOVERNMENT ACT, ANY OTHER RELEVANT LEGISLATION OR UNION AGREEMENT.

9. Building mutually beneficial relationships with other organizations in the region (e.g. Palliser Health) to jointly attract potential employees and their families.
10. Any exceptions to the approved Policy / Procedures must be authorized by the Chief Administrative Officer.

RESPONSIBILITIES OF COUNCIL

1. Receive, review and adopt this policy and any recommended amendments required from time to time..
2. Appoint the selection committee for the recruitment of the Chief Administrative Officer, Commissioners and Designated Officers reporting directly to Council.
3. To appoint the Chief Administrative Officer and Designated Officers reporting directly to Council.
4. To consider and approve the Chief Administrative Officer's recommendation for the appointment of a Commissioner.
5. To adopt operating budgets that define total staffing levels for permanently established positions and funding levels for temporary positions for each department.
6. To approve any additions to the corporate establishment (number of permanent positions) as required outside of the annual budget process.

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1. DEFINITIONS

- 1.1. **Direct Report:** shall mean subordinate positions that report directly to a hiring supervisor.
- 1.2. **Designated Officer:** any position carrying the powers, duties and functions of a Designated Officer as established under the *Municipal Government Act (MGA)* reporting directly to City Council or the Chief Administrative Officer.
- 1.3. **Hiring Supervisor:** means any non-union supervisor to whom an employee would either directly or indirectly report. This includes members of Council for those positions reporting directly to City Council including the CAO, City Solicitor and the City Clerk. Since Commissioners report to the CAO, the CAO is the Hiring Supervisor for Commissioners.
- 1.4. **Permanently Established Position:** any position permanently established by Council through the corporate budget process or through special approvals outside of the budget process.
- 1.5. **Relatives:** are considered to be: spouse, children, siblings, parents, parents of spouse, siblings of spouse, spouse of siblings, or any other relative who may be a member of the employee's household. This also includes common-law and step relationships.
- 1.6. **Selection Committee:** shall mean a group delegated the responsibility of participating in the interview process and recommending the most suitable candidate for a vacant position to the hiring supervisor (who chairs the committee).
- 1.6.1 for all union positions: The hiring supervisor and at least one of the following:
- 1.6.1.1 A peer of the hiring supervisor within the department, division or organization
 - 1.6.1.2 The immediate union supervisor or a union staff member who is well versed in the technical aspects of the position being recruited for.
 - 1.6.1.3 A representative of the Human Resources Department acting as an advisor.
- 1.6.2 for non-union positions: The hiring supervisor and:
- 1.6.2.1 One or more peers of the hiring supervisor within the department, division or organization, and
 - 1.6.2.2 A representative of the Human Resources Department acting as an advisor.

- 1.6.3 for **appointments made by Council** for the positions of Chief Administrative Officer, Commissioners, City Solicitor, and City Clerk:
 - 1.6.3.1 The Hiring Supervisor and Selection Committee will be appointed by City Council and supported by the General Manager of Human Resources acting as an advisor.
 - 1.6.3.2 The Selection Committee will include the Chief Administrative Officer when recruiting for a Commissioner, and at Council's discretion, for the positions of City Solicitor and City Clerk.
 - 1.6.3.3 The Chief Administrative Officer will be the Hiring Supervisor for Commissioners.

- 1.7 **Temporary Position:** any non-permanent position for which funds have been budgeted and where the work to be performed is of a temporary, casual or seasonal nature.

- 1.8 **Bona Fide Occupational Requirement:** A job requirement which, although it may have a discriminatory effect, is nonetheless permitted under human rights legislation, since it is genuinely and reasonably required for the performance of the job.

- 1.9 **Equal Opportunity:** In accordance with the principles of the Canadian Human Rights Act and the Alberta Human Rights Multiculturalism and Citizenship Act, equal opportunity for employment will be extended to candidates without regard to such prohibited grounds as outlined in the legislation.

2. ROLES AND RESPONSIBILITIES

2.1. Board of Commissioners shall:

- 2.1.1. Make recommendations regarding any amendments to this Policy.
- 2.1.2. Review and adopt Procedures, which are developed for the implementation of the Policy.

2.2. Chief Administrative Officer will:

- 2.2.1. Fulfill all staffing responsibilities as set out in the Administrative Organization Bylaw.
- 2.2.2. Ensure the recruitment responsibility is carried out in accordance with this Staff Recruitment and Selection Policy.
- 2.2.3. Ensure the Executive Team meets periodically to review succession planning needs and opportunities across the organization particularly at the department and workgroup leadership levels.
- 2.2.4. Act as the hiring supervisor for all direct reports and, with approval of Council, hire Commissioners and serve on the Selection team for Designated Officers.
- 2.2.5. Delegate (in writing) staffing responsibilities to Commissioners and General Managers as deemed appropriate.
- 2.2.6. Approve any case-by-case exceptions to these procedures as recommended by a Commissioner with the General Manager of Human Resources based upon a sound operational need.

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2.3. Commissioners shall:

- 2.3.1. Ensure the recruitment responsibility is carried out in accordance with the Staff Recruitment and Selection Policy and Procedures within their respective division.
- 2.3.2. As appropriate, delegate to General Managers authority to fill all vacant union positions and temporary non-union positions within their respective department in accordance with this Policy. Any such delegation should be in writing.
- 2.3.3. Review and approve recruitment requests from General Managers for all permanent non-union positions and ensure there is agreement on the position competencies and qualities before commencing the actual recruitment
- 2.3.4. Should no candidate for a non-union position meet all the job requirements as identified by the job description, the Commissioner, and General Manager may recommend that the position be eliminated and two positions (narrower scope) be created. This recommendation would require Corporate / Council approval (new positions).
- 2.3.5. Where a General Manager with support from Human Resources recommends that non-union position be filled by a candidate that only partially meet all the job requirements, then the Commissioner will:
 - 2.3.5.1 Prior to filling the position, review and approve the development plan proposed by the General Manager
 - 2.3.5.2 Approve the employment offer and ensure alternate placement or exit strategies exist for any candidate that does not fulfill their obligations as identified through a development plan.
- 2.3.6. Periodically review with General Managers succession planning considerations including upcoming position vacancies, organizational strategic direction, departmental restructuring potential, staff development opportunities and other factors.
- 2.3.7. Act as hiring supervisor for all direct reports.

2.4. General Managers / Designated Officers shall:

- 2.4.1. Ensure the recruitment responsibility is carried out in accordance with the Staff Recruitment and Selection Policy and Procedures within their department.
- 2.4.2. As delegated from the CAO / Commissioner, approve requests to fill vacant union positions and temporary non-union positions and act as the hiring supervisor for direct reports.
- 2.4.3. As appropriate, delegate to Non-Union Supervisors (Managers, Superintendents, Supervisors), authority to approve requests to fill vacant union temporary positions and to act as the hiring supervisor for direct reports.

- 2.4.4. Should the best available candidate for a permanent (union or non-union) position only partially meet all the job requirements, the General Manager with support from Human Resources will determine whether a job offer is still warranted.
 - 2.4.4.1 In such circumstances, create development plans that require the candidate to obtain the education or develop the competencies to meet the necessary requirements as outlined in the job description within a reasonable length of time.
 - 2.4.4.2 Ensure alternate placement or exit strategies exist for any candidate that does not fulfill their obligations as identified through a development plan.
 - 2.4.4.3 Specifically for non-union positions, ensure the Commissioner approves the employment offer and development plan.
- 2.4.5. Carry out succession planning responsibilities within their own department
- 2.4.6. Act as hiring supervisor for all direct reports.

2.5. Non-Union Supervisors (Managers, Superintendents, Supervisors) shall:

- 2.5.1. Ensure the recruitment responsibility is carried out in accordance with the Staff Recruitment and Selection Policy and Procedures.
- 2.5.2. As delegated from the General Manager, approve requests to fill vacant union temporary positions and act as the hiring supervisor for direct reports and other temporary union positions as appropriate.

2.6. Selection Committee shall:

- 2.6.1. Participate in developing an interview guide that is relevant to the vacant position, free from discrimination and ensures a standard approach is used for each candidate.
- 2.6.2. Participate in the screening and interviewing process.
- 2.6.3. Collaborate with the hiring supervisor in regards to determining the most suitable candidate.

2.7. Hiring Supervisor shall:

- 2.7.1. Prior to initiating a specific recruitment competition, request Human Resources to provide a briefing on the recruitment procedures, processes and terms of employment (as necessary).
- 2.7.2. Establish the objectives of the recruitment including the necessary competencies.
- 2.7.3. Work with Human Resources to develop a position advertisement and approve all advertisements for external posting.
- 2.7.4. Forward any applications received in the department to Human Resources to be placed on the competition file.

- 2.7.5. Request applications from Human Resources and circulate to members of the selection committee for screening.
- 2.7.6. Submit a short-list of applicants to Human Resources and schedule interview appointments.
- 2.7.7. Chair the selection committee.
- 2.7.8. In consultation with Human Resources, participate in employment reference checks (as necessary).
- 2.7.9. Chair the selection committee to a majority (ideally a consensus) decision. If the hiring supervisor is not among the majority and strongly believes the candidate supported by the majority is unacceptable, he/she may not independently overrule the majority. Rather, follow-up with her/his GM / Commissioner / CAO (as applicable) is to occur and any subsequent decision and supporting rationale is to be communicated back to the original selection committee.
- 2.7.10. In consultation with Human Resources, may extend a verbal offer of employment.
- 2.7.11. Ensure that all pre-employment criteria are met by the candidate prior to the actual starting date, in accordance with the Human Resource Deadlines for New or Current Employee Changes protocol (Attachment #2).

2.8. Human Resources Department shall:

- 2.8.1. Make recommendations to the Board of Commissioners regarding this Policy and Procedures and amendments thereto.
- 2.8.2. Work with the hiring supervisors to ensure they have a clear understanding of the Staff Recruitment and Selection Policy and Procedures.
- 2.8.3. As requested, provide the hiring supervisor/selection committee with a briefing on process and terms of employment prior to commencing recruitment.
- 2.8.4. Advise the hiring supervisor as to the most efficient and effective process to be utilized for recruitment and selection including the use of specific hiring tools.
- 2.8.5. Advise Wellness, Health and Safety of any available positions that may be suitable for modified work or alternate work in accordance with the Disability Management Policy.
- 2.8.6. Appoint a Human Resources representative to participate on the selection committee for all non-union positions.
- 2.8.7. Work with the hiring supervisor to develop the advertisement and place all postings and advertisements (must have an approved job description in place).
- 2.8.8. Receive and record all employment applications.
- 2.8.9. Maintain complete recruitment files for each competition.

- 2.8.10. Perform employment reference checks unless performed by the Hiring Supervisor based on previous consultation with Human Resources.
- 2.8.11. Upon receiving the approval required by these procedures, will collaborate with the hiring supervisor to negotiate and extend an offer of employment.
- 2.8.12. As necessary, work with Hiring Supervisors, General Managers and Commissioners to create development plans for individual candidates that do not meet all of the job requirements.
- 2.8.13. Provide the written letters of offer. The letter will include the pre-employment conditions to be met prior to the actual start date.
 - 2.8.13.1 Instruct the hiring supervisor to counsel their new employees that they may only commence active duty after all pre-employment requirements are satisfactorily met.
 - 2.8.13.2 Ensure all terms and conditions offered are consistent with all applicable collective agreements and approved City Policies
 - 2.8.13.3 Ensure any required exceptions are pre-approved by the CAO prior to the written offer being presented to the Applicant
- 2.8.14. Develop all employment contracts (where required).

3. PRE-EMPLOYMENT CONDITIONS

Unless otherwise specified at the outset of the recruitment competition, the following conditions shall apply.

All pre-employment requirements must be satisfied prior to the new employee starting with the City. Payroll information will not be entered into the Human Resources Information System and the new employee may not be paid until said pre-employment requirements are met, as outlined in Attachment #2 - Human Resource Deadlines for New or Current Employee Changes.

3.1. Medical (Report of Health Assessment):

- 3.1.1. Applicants provided a conditional offer of employment are required to complete a satisfactory pre-employment medical assessment based on bona fide occupational requirements. The cost of any initial medical assessment that is required to demonstrate fitness for work shall be borne by the City of Medicine Hat.
- 3.1.2. Pre-employment medical assessments shall be completed as directed by the City of Medicine Hat's Occupational Health Nurse.
- 3.1.3. Pre-employment medical assessments may also be requested of present employees newly appointed to a different position which has different bona fide occupational requirements from the employee's previous position.

3.2. Driver's Abstracts:

- 3.2.1. Any applicant who will be required to operate a City vehicle will be required to obtain a satisfactory driver's license abstract as a condition of employment. The cost of the abstract will be borne by the City of Medicine Hat.

3.3. Police Information Checks (PIC):

- 3.3.1. New employees of the City of Medicine Hat are required to submit a recent and satisfactory (at the sole discretion of the City) PIC as a condition of employment. The cost of the PIC will be borne by the City of Medicine Hat.
- 3.3.2. Human Resources will work with departments to resolve any issues as a result of a positive PIC while exercising discretion due to the nature of the information.

3.4. Educational Requirements:

- 3.4.1. New employees of the City of Medicine Hat shall be required to submit copies of all relevant educational requirements as per the job description. Any costs associated with obtaining the appropriate documentation shall be borne by the applicant.

3.5. Payroll Forms:

- 3.5.1. Complete and return Employee Information Sheet, Direct Deposit Form, TD1 and TD1AB.

4. MISCELLANEOUS

4.1. Recruitment Expenses:

- 4.1.1. Recruitment expenses, consisting of interviewing, house hunting, relocation and moving expenses shall be reimbursed in accordance with the attached Human Resources Protocol (Attachment #1).

4.2. Employment of Relatives:

- 4.2.1. Relatives of current employees who possess the required qualifications and experience for a permanent or temporary position shall be given equal consideration, with the following exceptions:
 - 4.2.1.1 Relatives shall not be placed in a direct supervisor / subordinate relationship.
 - 4.2.1.2 Relatives shall not be in a position that has direct approval authority in relation to monetary responsibilities.
- 4.2.2. Final interpretation of these guidelines shall be the joint responsibility of the General Manager of Human Resources and the General Manager of the hiring department.

4.3. Reporting:

- 4.3.1. Human Resources will prepare annual reports to the Board of Commissioners to advise on recruitment activity and related issues.