



<b>Title: STAFF RECRUITMENT AND SELECTION</b>		<b>Number: 8016</b>
<b>Reference:</b> Administrative Committee - September 5, 2024	<b>Adopted by City Council:</b> September 16, 2024	
	City Clerk	City Manager
		<b>Supersedes:</b> May 20, 2008
<b>Prepared by:</b> People Services Department		

**STATEMENT**

We believe that our people are the foundation of our organization. High standards of 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 endeavors to attract and hire the best person for the position whose competencies and behaviors are aligned with both organizational and personal goals. The City will encourage the recruitment of under-represented persons, historically, such as Indigenous members, members of visible minority groups, women, persons with disabilities and persons who identify with underrepresented sexual orientations, gender identify or expression. The purpose of this policy is to ensure a timely, equitable and effective staff recruitment and selection process.

**1. PRINCIPLES**

- 1.1 No applicant shall be discriminated against in any way based on race, national or ethnic origin, colour, religion, age, gender, gender expression, sexual orientation, marital or family status, disability or location.
- 1.2 Ensuring sound human resource principles and best, current practices/processes are used. The City of Medicine Hat only hires qualified persons. No preference will be granted to any applicant beyond bona fide requirements and qualifications for the position.
- 1.3 The City of Medicine Hat does not limit the hiring of individuals based on their marital or family relationship to existing employees. Limitations may include:
  - (a) Family members in the same department
  - (b) One family member reporting directly or indirectly to another family member.
  - (c) Situations which could give rise to risk in internal financial controls and accounting practices.
  - (d) Situations which could give rise to breach of confidentiality.

This policy is subject to any specific provision of the *Municipal Government Act* or other relevant legislation or union agreement.

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- 1.4 To avoid conflict of interest in the hiring process, no employee shall engage in proceedings that could affect the hiring, promotion, or salary of a family member. Use of influence or authority to help ensure the hiring of a family member is strictly prohibited.
- 1.5 The City will adapt its recruitment processes to reflect current state of the workforce and hiring best practices. It will continuously develop and further its processes to allow new ideas and approaches to be incorporated.
- 1.6 People Services will ensure the recruitment and selection processes are cost effective to the City.
- 1.7 Adhering to the negotiated terms of collective agreements when hiring unionized staff.
- 1.8 Every recruitment process, internal and external, will be viewed as an opportunity to move forward with an equitable, diverse and inclusive workforce of high-quality employees.
- 1.9 The recruitment and selection process will seek to hire the best candidate for the job based on merit. The recruitment and selection process will ensure the identification of the person best suited to the role and the City of Medicine Hat.
- 1.10 Recruitment and selection are a public relations practice and should enrich the reputation of the City. The City will deal with all candidates in a fair, equitable, and efficient manner, while maintaining a high level of respect and courtesy.
- 1.11 Hiring Committee members must avoid or disclose any potential conflict of interest with regards to the selection process. Should a conflict be found out after the fact, disciplinary action will be taken against the sitting member of the hiring committee.
- 1.12 This policy does not apply to procurement of contractor or consultant services.
- 1.13 Any exceptions to the approved Policy / Procedures must be authorized by the City Manager.

## 2. RESPONSIBILITIES OF COUNCIL

- 2.1 Receive, review and adopt this policy and any recommended amendments.
- 2.2 Appoint the selection committee for the recruitment of the City Manager reporting directly to Council.
- 2.3 To adopt operating budgets that define total staffing levels and funding levels for temporary positions.

## 3. RESPONSIBILITIES OF ADMINISTRATIVE COMMITTEE

- 3.1 To receive, review and adopt the procedures and any recommended amendments thereto.

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# Procedure



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## 1. DEFINITIONS

- 1.01 **Direct Report:** shall mean subordinate positions that report directly to a supervisor.
- 1.02 **Full Time Equivalent:** shall mean the equivalent of a full-time position that has been approved by Council through the budget process or special approval outside of the budget process.
- 1.03 **Supervisor:** means any non-union supervisor to whom an employee would
- 1.04 **Relatives:** are 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.
- 1.05 **Hiring 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).
- (a) for all union positions: The hiring supervisor and at least one of the following:
- (1) A peer of the hiring supervisor within the department, division or organization
  - (2) The immediate union supervisor or a union staff member who is well versed in the technical aspects of the position being recruited for.
  - (3) A representative of the People Services Department acting as an advisor.
- (b) for non-union positions: The hiring supervisor and:
- (1) One or more peers of the hiring supervisor within the department, division or organization, and
  - (2) A representative of the People Services Department acting as an advisor

(c) **for appointments made by Council** for the position of City Manager:

- (1) The Hiring Supervisor and Hiring Committee will be appointed by City Council and supported by the Director of People Services or their delegate, acting as an advisor.
- (2) The City Manager will be the Hiring Supervisor for Managing Directors.

1.06 **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. Temporary positions will not exceed 12 months. At that time, the position will be extended for an additional six months. Upon that, the rationale and business case will be brought forward to the relevant Managing Director in making the temporary role permanent.

1.07 **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.

1.08 **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**

### **2.01 City Manager will:**

- (a) Fulfill all staffing responsibilities as set out in the Administrative Organization Bylaw.
- (b) Ensure the recruitment responsibility is carried out by the People Services department in accordance with this Staff Recruitment and Selection Policy.
- (c) Act as the hiring supervisor for all direct reports.
- (d) Delegate (in writing) staffing responsibilities to Managing Directors as deemed appropriate.
- (e) Approve any case-by-case exceptions to these procedures as recommended by People Services on a sound operational need.

### **2.02 Managing Directors shall:**

- (a) Ensure the recruitment responsibility is carried out in accordance with the Staff Recruitment and Selection Policy and Procedures within their respective division.
- (b) As appropriate, delegate to Director's 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.
- (c) Act as hiring supervisors for all direct reports.

**2.03 Directors shall:**

- (a) Ensure the recruitment responsibility is carried out in accordance with the Staff Recruitment and Selection Policy and Procedures within their department.
- (b) Review and approve recruitment requests within their department for all permanent non-union positions and ensure there is agreement on the position competencies and qualities before commencing the actual recruitment.
- (c) Prior to recruitment for any said position, ensuring the full-time equivalent allotment is within the Directors budget. Confirmation with the finance department via email that all budgetary requirements are in place. People Services will not action any recruitment without these criteria from the Director.
- (d) Approve requests to fill vacant union positions and temporary non-union positions and act as the hiring supervisor for direct reports.
- (e) 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.
- (f) Should the best available candidate for a permanent (union or non-union) position only partially meet all the job requirements, the Director with support from the People Services Department will determine whether a job offer is still warranted.
  - (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) Ensure alternate placement or exit strategies exist for any candidate that does not fulfill their obligations as identified through a development plan.
  - (3) Specifically, for non-union positions, ensure the Managing Director approves the employment offer and development plan.
- (g) Carry out succession planning responsibilities within their own department
- (h) Act as hiring supervisors for all direct reports.

**2.04 Non-Union Supervisors (Managers, Superintendents, Supervisors) shall:**

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

**2.05 Hiring Committee shall:**

- (a) 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.
- (b) Participate in the screening and interviewing process.

- (c) Collaborate with the hiring supervisor regarding determining the most suitable candidate.

**2.06 Hiring Supervisor shall:**

- (a) Establish the objectives of the recruitment.
- (b) Work with People Services to develop a position advertisement.
- (c) Forward any applications received in the department to the designated People Services recruiter.
- (d) Ensure all candidate pre-employment checks are completed prior to starting date.

**2.07 People Services shall:**

- (a) Make recommendations to the Council regarding this Policy and amendments thereto.
- (b) Work with the hiring supervisors to ensure they have a clear understanding of the Staff Recruitment and Selection Policy and Procedures.
- (c) Maintain updated client group representative list where People Services recruiter works with designated client groups.
- (d) As requested, provide the hiring supervisor/selection committee with a briefing on process and terms of employment prior to commencing recruitment.
- (e) Commencement on recruitment will occur only when full time equivalent position is confirmed, and budget is approved.
- (f) People Services recruiter will act as the lead for the recruitment process, which includes development of postings, posting, sourcing, and administration of recruitment, which includes reference checks and employment offer.
- (g) Develop position posting and advertisements.
- (h) As necessary, work with Hiring Supervisors to create development plans for individual candidates that do not meet all the job requirements.
  - (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) Ensure all terms and conditions offered are consistent with all applicable collective agreements and approved City Policies
  - (3) Ensure any required exceptions are pre-approved by the Director of People Services or City Manager (where applicable) prior to the written offer being presented to the Applicant.
- (i) Develop all employment contracts (where required)