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## The Corporation of the City of Stratford Policy Manual

<b>Policy Number:</b>	H.1.5
<b>Policy Section:</b>	Human Resources
<b>Department:</b>	Human Resources
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### Hiring of Employees

#### Policy Statement:

The Corporation of the City of Stratford ("City") Hiring of Employees Policy is intended to support the City's commitment to higher performance and to provide equal access to employment, promotions, transfers, and career opportunities for all existing Employees and prospective Employees based upon leadership, management, knowledge, skills and abilities.

The City's Hiring of Employees Policy shall be utilized to attract and select qualified and competent candidates to meet the immediate staffing needs of the City and to anticipate and plan recruitment needs through progression and succession planning in consultation with the Corporate Leadership Team and their respective Departments.

#### Purpose:

The Municipal Act, 2001 (the "Act") requires that all municipalities adopt and maintain a policy with respect to hiring of employees. This policy provides direction and consistency to staff and information to the public about the process that will be followed with respect to the recruitment and hiring of employees. This policy has been developed to comply with the provisions of Section 270 of the Act.

#### Definitions:

**"Administrative Personnel"** – non-union employees, many who are in a managerial or supervisory positions.

**"Behavioural-based Interview Questions"** – a job interviewing technique in which a candidate is asked to provide specific examples of situations from their past employment and describe how they demonstrated certain behaviours, knowledge, skills, and abilities to assess whether they have the skills and competencies required for the position.

**"Chief Administrative Officer (CAO)"** – person hired by Council to lead the Administration of the City.

**"City"** – The Corporation of The City of Stratford.

**"Corporate Leadership Team (CLT)"** – leaders responsible for Corporate strategic direction and leading departments.

**"Employee"** – a person hired by the City of Stratford to fill an approved position.

**"Hiring Manager"** – the manager/supervisor who is responsible for filling a vacancy, including making the hiring decision.

**"Immediate Relative"** – parent, spouse, child, stepchild, sibling and in-laws.

**"Nepotism"** – the practice among those with power or influence of favoring relatives or friends, especially by giving them jobs.

**"Permanent Full-Time Employee"** – an Employee who is hired to work on a full-time basis (35 hours or more per week) with no predetermined end date.

**"Permanent Part-Time Employee"** – an Employee who is hired to work on a part-time basis (less than 35 hours per week) with no pre-determined end date.

**"Pre-Identified Candidate"** – a candidate with the knowledge, skills, and abilities to do a specific job or project. For example, a former Employee who has experience in the identified area.

**"Probationary Employee"** – an Employee in good standing who is being considered by the City of Stratford for permanent employment subject to the satisfactory completion of the Probationary period.

**"Seasonal/Casual Employee"** – an Employee hired for a specific season i.e., Pools, Day Camp, Co-operative Placements etc. Upon the predetermined end date of the season, the Employee's employment is terminated. Seasonal/Casual Employees are eligible for rehire in subsequent seasons without a competition.

**"Selection Committee"** – the Committee created to undertake the recruitment and selection process for a competition.

**“Spouse”** – the person to whom an employee is married, or with whom the employee is living in a conjugal relationship outside marriage.

**“Temporary Full-Time Employee”** – an Employee who is hired to work on a full-time basis (35 hours or more per week) whose employment is terminated upon predetermined end date or project completion.

**“Temporary Part-Time Employee”** – an Employee who is hired to work on a part-time basis (less than 35 hours per week) whose employment is terminated upon predetermined end date or project completion.

**“Years of Service”** – the length of continuous service of a permanent Employee including the probation period.

### **Scope:**

This policy is applicable to all City of Stratford employees, elected officials and potential employees that have been selected for the interview process.

### **Procedure:**

As an employer, the City commits to workplace diversity and inclusion. Having a variety of people in our workplace helps our organization to be more flexible, creative, and responsive. It helps us provide better service to our diverse community. The City commits to building a supportive and diverse workplace, representative of our community.

The City recognizes every applicant has a right to equal treatment with respect to recruitment and employment without discrimination or harassment because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability.

The City commits to maintaining accessible hiring and recruitment practices including providing reasonable accommodations in all parts of the hiring process for people identifying as having a disability.

The Human Resources Department will consider every bona fide application.

Applicants having close relatives already employed by the City will not be excluded from consideration of employment with the City. Prospective new hires or candidates for transfer or promotion must declare during the recruitment and selection process any family relationships with individuals who directly or indirectly supervise or manage the position being applied to.

Existing employees must declare and not participate in or influence any part of the recruitment and selection process where another family member is an internal or external applicant for a position.

The Corporation expects hiring practices and decision making will be centered on transparency, integrity, equal opportunity and will be free from any undue influence.

### **General Recruitment**

The process for hiring the CAO will be at the direction of Council and approved by Council, with the advice of the Director of Human Resources.

For all new positions below the level of CAO, the CAO, the Director and/or designate(s) will initially identify staffing requirements through the annual budget process. For non-budgeted personnel, the Director, in consultation with the Chief Administrative Officer, shall present a report to Council for consideration.

Replacement of budgeted vacant positions is not automatic, and the most efficient and economical use of staff complement is a priority for the CLT. Should the Director deem that a replacement Employee is required as a Permanent or Temporary position, the vacant position will be considered as a group by CLT with budget, department efficiency and overall organizational needs being considered.

### **Job Posting & Advertising**

The recruitment process outlined herein shall apply to internal and external candidates. Unionized positions will be posted in accordance with their Collective Agreement.

- i. The Hiring Manager shall complete a Vacant Posting Notice (VPN) to initiate the recruitment process for the job vacancy. By authorizing and submitting the VPN, the Hiring Manager will confirm that any internal departmental approval process and/or notifications have been completed.
- ii. The Director and/or designate will work with Human Resources to review the current job specifications to ensure they are up to date and accurate.
- iii. All changes to job descriptions beyond minor adjustments will require evaluation through the internal job evaluation process or the City's external compensation consultant.
- iv. A job posting is then prepared by Human Resources, in consultation with the Hiring Manager/Director and then submitted to applicable advertising agencies and for posting on the City Website.
- v. Internal and external notice shall be posted on the City of Stratford's Intranet and Web Site.
- vi. All Job Postings will be posted internally and externally for a minimum of seven (7) business days and can be extended at the discretion of the Hiring Manager in consultation with Human Resources.
- vii. If a Temporary Full-Time or Temporary Part-Time position becomes a Permanent Full-Time or Permanent Part-Time (i.e., approved through the budget process or a Permanent Employee does not return from a Leave of Absence or other work assignment), the Employee in the Temporary position may be placed in the

Permanent position without a job posting competition, subject to acceptable performance and Department Head approval.

- viii. If a vacancy for a recently filled position becomes available up to six (6) months from the date of the original job posting, the vacancy does not need to be re-posted. Candidates who applied to the original posting may be considered from the previous applications.
- ix. For proper record retention and document control, applications to open positions will only be accepted through the Employment Opportunities page on the City's website. Applicants who require accommodation during the recruitment process can contact Human Resources.

### **Internal Candidates**

Internal Candidate Applications from interested Employees are welcomed and encouraged. Those who wish to apply are required to do so online. Internal applications will be duly considered in light of the requirements of the position and other applications received. All Internal Candidates are either interviewed or alternatively met with by the Hiring Manager as a courtesy to be advised why they will not be interviewed for the position.

All Employees currently on the payroll at the time of the posting, including Temporary contract, summer students/co-op students, part-time, are eligible to apply for all postings should they feel they have the required qualifications. Should an applicant who is currently a member of another Department become the selected candidate, then the Director and Human Resources will communicate with the impacted Director and discuss when the Employee will be made available. Internal applicants who are successful for contract positions will be backfilled in their original position, without loss of seniority.

### **Acknowledgement of Applications**

Due to the volume of applicants received in normal recruitment, external applicants will only be contacted if they are selected for an interview.

### **Confidentiality of Applications**

External candidate applications are kept confidential from their current employers unless otherwise authorized by the candidate.

Internal applications will remain confidential, outside of the recruitment process until an internal candidate is announced as the successful candidate, unless otherwise authorized by the candidate or as indicated in various collective agreements.

### **Retention of Applications**

Application records are retained on file with the City in accordance with the City of Stratford's Record Retention By-Law.

Applications of those hired are retained on file permanently as part of the Employee's Corporate employee file.

## **Screening of Applications**

The City strives to attract the best qualified candidates through the uniform application of its selection procedures.

As an equal opportunity employer, the City values diversity and is committed to the principles found in the Ontario Human Rights Code.

Initial screening and short listing of applicants will be completed by the Human Resources department and the Hiring Manager. The Hiring Manager will have an opportunity to review the full applicant pool and the screening tool. The Hiring Manager will have final decision of applicants to be interviewed, and Human Resources will arrange for preliminary interviews.

## **Interviews**

The Human Resources department in consultation with the Hiring Manager shall develop questions and scoring format to be used by the interview team prior to setting the interview/testing date(s). The Selection Committee will review this and amend as agreed by the Committee.

A Selection Committee will be selected by the Hiring Manager and Human Resources. All Selection Committees will include at a minimum the Hiring Manager and an HR representative. All interviews below the level of Manager will include the HR Coordinator/designate and all interviews at or above the level of Manager will include the Director/Manager of Human Resources, with the exception of CAO.

Human Resources will co-ordinate the interview schedule in consultation with the Selection Committee. A Selection Committee, consisting of no less than three (3) individuals, shall be appointed to carry out the interview process. Individuals who have experience or who have been trained in the interview process would be an asset. More than one interview may be required.

For Corporate Leadership Team Positions, the Selection Committee shall include the Director of Human Resources, a Corporate Leadership Team representative (s) and the CAO.

Initial interviews will be conducted virtually to expedite the recruitment process. Second interviews will be held in person, when applicable. All interviews will be conducted in a manner that results in an exchange of information. Interviewers will ask only job-related questions, answers to which will help assess the candidate's experience and potential for the position. Ample time and opportunity to ask questions concerning the position will be given. The interview should also serve as an opportunity to present City's Strategic Priorities, compensation information, and benefit program.

The interview must assess leadership, management, customer service and technical skills. Behavioural-based Interview Questions will be used to evaluate a candidate's knowledge, skills, abilities, and behaviors required for the position. Competencies based on the City's Core Values are also very important.

## **Employment Reference Checks**

Human Resources conducts reference checks via electronic submission online. Human Resources will ensure the final selected candidate shall have formal references completed, subject to agreement by the applicant. Final candidates who do not agree to a formal reference check will be eliminated from the selection process. The Hiring Manager will be provided with a summary report.

Reference check information is documented as part of the data collected in the selection process. Reference check material will be retained until successful completion of probation with the corporate recruitment file.

## **Nepotism**

The City of Stratford's hiring policies are predicated on fair and equitable recruitment practices. As such, immediate relatives of the CAO and the Director of Human Resources Department shall not be employed at the City of Stratford. Immediate relatives of administrative personnel of the City of Stratford shall not be employed where such employment would be,

- a) within the same Department.
- b) where there would be direct or functional (indirect) supervision.
- c) where one party would be responsible for auditing the work of the other: and/or,
- d) where one party can exert influence over the work or career of the other.

In the event that through,

- a) marriage,
- b) promotion,
- c) transfer to the Human Resources Department or,
- d) a conflict with this policy is created.

A review by the CAO and the Director of Human Resources will take place. Resolution to the matter will be consistent with the purpose of this policy and the provisions of the Ontario Human Rights Code. Additionally, the resolution will take into consideration that which is considered acceptable to the parties involved.

As per the Municipal Act no current member of Council is eligible to apply for employment within the City.

The City will not show preference for, nor will it discriminate against, any relatives of Employees, elected representatives or appointed representatives who wish to apply for employment, promotion/transfers, or career opportunities.

No member of a Selection Committee will be a relative of any candidate interviewed for a position. Personal relationships need to be declared.

No Employee shall deal with an application for employment, promotion/transfer or career opportunities submitted by any relative.

## **Selection Process**

If the reference check process is successful, the Manager of Human Resources or designate will enter into discussions with the preferred candidate in order to secure the candidate of choice.

If negotiations with the preferred candidate are unsuccessful, the process could repeat itself with a second candidate.

## **Letters of Offer of Employment**

Consideration for applicants requires that the Selection Committee make a selection decision promptly. If additional time is required, all interviewed applicants should be contacted and so advised. A job offer shall be extended to the applicant by Human Resources regarding the terms and conditions of employment (i.e., Job status, job level, pay rate, hours of work, benefits, vacation, probation, professional development requirements etc.). If the candidate requires training and education as part of the offer it shall be stipulated in the hiring letter and the timeframe and consequences for not completing shall be stipulated.

The Job Classifications and Salary and Wage Ranges shall be in accordance with the Salary Administration Plan as approved and amended from time to time by the City of Stratford.

Generally, a verbal offer is made, followed by a confirming letter from Human Resources. The written offer of employment, in the City's standard format, shall be forwarded to the new Employee electronically to be signed and dated for return by the successful candidate. Included in the confirming letter of employment are the City's terms of employment, probation period and an overview of the benefits program.

At the time the position is accepted, the Hiring Manager is responsible to communicate with the Information Technology department to arrange all resources needed prior to and on the Employee's start date.

## **Unsuccessful Applicants**

Respect and sensitivity for an applicant's confidence require that the Human Resources department be prepared to review their interview material, if requested.

Unsuccessful Internal Candidates will be contacted by the Hiring Manager and advised of the competition results, their strengths and areas of opportunity and will be provided with any career counselling the Hiring Manager deems appropriate.

The Human Resources Department will be responsible for advising all unsuccessful external interviewed applicants in writing via electronic mail.

## **Completion of Documentation**

Prior to a new Employee commencing work, all documentation relating to payroll, income tax, benefits, pension, etc., shall be completed with the Compensation and Benefits Coordinator who will be responsible to take the necessary steps in enrolling



Employees on the appropriate benefit programs, securing the required documentation and placing them on the payroll system.

### **Probationary Period**

A newly hired Employee shall be on probation for a minimum of six months of their employment or the time frame indicated in their respective collective agreement for unionized positions. Subject to the satisfactory completion of this probation period and the completion of a Performance Evaluation, the Employee may be placed on permanent staff, and Years of Service shall be effective from the original date of employment.

It is the responsibility of the Hiring Manager to ensure that a performance evaluation is completed whenever a Probationary Employee is proceeding from the probation period to regular status and following the determination of suitability of continuing employment, placed in the Employee's Corporate employee file along with a letter confirming the Employee has successfully completed probation.

### **Communication**

The Human Resources department is responsible for all internal communication of new Employees, transfer of Employees and other job-related transitions.

### **Employee Orientation**

The Hiring Manager in collaboration with Human Resources will ensure that the necessary guidance and support is provided for new staff joining the City or internal staff assuming new roles.

#### **Orientation shall include:**

- Position description and reporting relationship;
- Appropriate review of Corporate and Health & Safety Policies;
- Introduction to Staff (tour the new Employee to all departments as appropriate);
- Tour of the facilities, parking area, washrooms, first aid kits and fire exits;
- Training on the use of the computer programs and how to find information, formal training on the IT Security Policy;
- Training on equipment required for performance in the position;
- Review of Employee Orientation documents as may be developed;
- Follow-up to ensure the Employee feels at ease and can work safely in their new position.

### **Legislative Authority:**

This policy complies with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the Ontario Human Rights Code.

All internal candidates and external candidates shall receive equal treatment with respect to employment without discrimination because of a protected ground under the Ontario Human Rights Code.

The City will comply with all requirements of Ontario Regulation 191/11 of the AODA, the Integrated Accessibility Standards Regulation (IASR), by:

- Considering the accessibility needs of all applicants with disabilities;
- Removal of unnecessary barriers that restrict employment;
- Notifying all applicants of the availability of accommodation throughout all steps of the recruitment process; and
- Providing individual accommodation plans (upon request).

**Related Documents:**

- This revised Hiring of Employees Policy H.1.5 replaces the current:  
H.1.1 Advertising Administrative Position of Department Head & Deputy Head,  
H.1.2 Interview Team for Management,  
H.1.4 Filling of Non-Management Positions,  
H.1.5 Hiring Relatives, and  
H.1.31 Hiring Policies.