

EMPLOYEE RECRUITMENT AND SELECTION
Council Policy No. 71/22

PURPOSE:

The City of Fort St. John seeks to recruit, select and retain the best qualified employees in order to provide effective and efficient services to the public. We believe in, strongly support and encourage employment equity and diversity in the workplace to represent the diverse nature of the community we serve.

The ways in which recruitment and selection processes are handled affects the City's image as an employer and, in turn, its ability to attract qualified people. Recruitment is a two-way process aimed at satisfying the City's strategic staffing requirements and attracting potential applicants who want to join the organization, to become public servants working for their local government. Members of the community expect City employees to put the interests of the public and the public service ahead of their own personal interests, to work ethically with integrity, loyalty, impartiality and objectivity in order to maintain and enhance the public's trust and confidence in the public service.

Human Resources ensures the integrity and consistency of the recruitment and selection process, to provide a fair and impartial opportunity for individuals from all groups to participate in, by overseeing the process. These groups include women, visible minorities, Indigenous Peoples, persons with disabilities and persons of diverse sexual orientation, gender identity or expression. These processes reflect ethical Human Resource practices which include:

- assessing applicants against the selection criteria for the role and the strategic direction for the organization
- providing evidence of the required capabilities and competencies (e.g. knowledge, skill and ability)
- ensuring timely, effective and cost-efficient use of resources
- ensuring fair and equitable treatment of applicants, free from conflict of interest
- ensuring processes are in accordance with City policies and collective agreements
- ensuring the confidentiality of applicant's information during recruitment and selection

POLICY:

Recruitment of applicants shall be handled in one of the following ways:

- by promotion from within organization
- by external recruitment through well-advertised processes which may or may not include use of recruitment consultants

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When external recruitment consultants are appointed to act on the City's behalf, they must act in accordance with this policy.

In order to provide staff with career development opportunities, and to maximize the value of the skills and talents of existing employees, the City encourages the review of internal applicants for positions.

Internal applicants with the necessary qualifications, skill, knowledge and ability to suitably perform the duties of the position, to a standard consistent with the City's overall strategic goals and objectives, may be recommended for appointment into an exempt position without advertising. Recommendations for appointments to Director positions should include full performance evaluations including the degree of organizational "fit" and a report on how the internal applicant's qualifications match the job description requirements.

Applicants will be treated with respect during the recruitment process, provided with sufficient information to make an informed choice of their suitability for the role and have their personal documentation held in confidence.

All recruitment and selection activities will be transparent and free of barriers and biases in order to provide equal opportunity to all. The process will be free from undue influence and unsolicited feedback from those not directly involved in the recruitment process.

The recruitment and selection process will be free from discrimination on grounds as identified in applicable legislation and will be based on bona fide occupational requirements as identified by the hiring manager.

Hiring of Relatives

As with all prospective employees, relatives of current employees will be subject to a fair and equitable process of recruitment and selection. The term "relatives" refers to any person who has a relation by blood or marriage with a City employee, including people who live together in domestic partnerships (common-law), step family relations or children who were adopted. This includes: spouse, child, sibling, parent, sister/brother-in-law, mother/father-in-law, grandparent and grandchild.

- Employees who are related must not be involved in a direct supervisory/reporting relationship with one another. (Direct supervisor is a person whom an employee directly reports to and who supervises the employee's work on a regular basis.)
- Should a relationship develop between two employees involved in a direct supervisory/reporting relationship during employment, the employees are required to notify the City of the relationship. The City will enter in conversation with the employees and will decide

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on a case by case basis, necessary steps to mitigate conflict of interest situations that may arise due to the reporting relationship.

- Employees cannot be transferred, promoted or hired inside a direct reporting relationship with a relative.
- Employees cannot be part of a hiring committee when a relative is considered for the position.

In addition to the above principles, the City of Fort St. John recognizes that:

- Consideration will be given to progression, succession planning and the evolving strategic direction of the organization when selecting the most suitable applicant. The City of Fort St. John will endeavor to hire employees who bring competencies that are not only a good fit with the immediate vacancy, but may also enable future progression to other roles.
- Generally, the City will “recruit the position” however in unique circumstances (in senior positions or specialty areas) the City may “recruit the individual” wherein Human Resources may be asked to consider some deviation from the standard recruiting procedures.

PROCEDURES:

Personnel Requisition

Departments requiring personnel to meet operational requirements must complete a *Personnel Requisition Form* and forward it to Human Resources. All personnel requisitions require Department Head (i.e. Director) approval. Departments requesting personnel, in addition to staff approved in the current budget, must include information regarding budget implications and department requirements for approval by the Chief Officer of the Division and the Chief Administrative Officer (CAO).

1. Human Resources will discuss the process with the hiring manager upon receiving the Personnel Requisition Form, including:
 - a. Determining hiring committee
 - b. Determining timelines for recruitment process
 - c. Scheduling tentative interviews/other meetings
 - d. Determining job related specific testing
 - e. Recommendations/guidelines for hiring committee
2. Human Resources, in consultation with the hiring manager, will complete interview guide and send to department prior to interview.

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Posting and Advertising

Human Resources will ensure the consistency and relevancy of the information contained in each position posting and that the posting is in accordance with approved job descriptions, applicable collective agreements and City policies.

Human Resources will prepare and distribute job postings to the City website and appropriate bulletin boards in accordance with City policy and applicable collective agreements. Advertisements may also be placed in newspapers, publications, or on websites that best target the appropriate group of applicants. Outside recruitment consultants may be used with approval from the appropriate Chief Officer in consultation with the CAO.

Except in the case where an outside recruitment consultant is used, applicants must submit applications and/or resumes to Human Resources who will record the date the applications and/or resumes are received. Applications and/or resumes received after the closing date will not be accepted unless there are no qualified applicants in the file as of the closing date. All applications and/or resumes must be in writing and must clearly indicate the position that is being applied for. Applicants are responsible for ensuring that their applications/resumes are complete and disclose all applicable qualifications and experience. Posting files will be forwarded to the hiring committee after the closing date.

When using outside recruitment consultants, Human Resources will work with the hiring manager and the recruiter to determine the best process and ensure applicable City policies and agreements are followed.

Competition Closes

Human Resources, or the recruitment consultant, will pre-screen and do preliminary assessments of applicants to determine if they are qualified for the position and employment with the City and that the terms and conditions of the collective agreement or applicable City policy are followed. The assessment of applicants will be based upon the following criteria:

1. Applicant status (internal or external)
2. Seniority of applicant (as applicable for Union positions)
3. Applicant qualifications, experience, skills and abilities in comparison with the position requirements and the overall needs of both the hiring department and the Municipality
4. Policies or procedures that may affect the vacancy, including clauses in the collective agreement
5. Legally entitled to work in Canada

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Human Resources will supply all pertinent information and applications to the hiring committee and provide guidance or assistance as requested. Human Resources will highlight the top qualified applicants and send to the hiring committee with the posting file for external competitions. For internal competitions, Human Resources will send seniority list for unionized positions along with identifying qualified applicants. In the event that the hiring committee cannot reach consensus with identifying their top three applicants to select for interview, the hiring manager will schedule a meeting with the Chief Human Resources Officer to discuss the file and top applicants.

Human Resources will schedule position related testing if required. The City has developed testing standards that help to accurately predict success in certain positions. Testing will help determine if skills are at the appropriate level required to be successful for the position.

Human Resources will schedule interviews as requested. Departments must discuss with Human Resources any additional documentation the applicant is requested to bring to the interview such as samples of reports or other work.

Interviews

When setting up the interview:

1. Advise the applicants of interview expense reimbursements and the need to retain receipts for all expenditures (mileage allowance and per diems are not reimbursable).
2. Advise of any unusual employment terms.
3. Follow-up with an e-mail or letter outlining interview information (date, time and location).

Although it is preferable to interview face to face, interviews can also be conducted through virtual platforms for applicants that are not available for an in-person interview.

The hiring committee shall be chaired by the hiring manager (any non-union supervisor to whom an employee may directly or indirectly report) and consist of the following:

1. For union positions, a representative of the Human Resources Department; and preferably at least one of the following:
 - a. a peer of the hiring manager, or
 - b. the immediate union supervisor (for technical purposes).
2. For non-union positions it shall at a minimum consist of the following:
 - a. a representative of the Human Resources Department, and
 - b. the CAO.

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It is recommended to consider including a member of another department that the position will interact with frequently to be part of the hiring committee. For example - if Public Works is hiring a Parks Manager it may be wise to include a member from the Community Services management team on the selection team.

3. Minimum persons required for exempt interview panels will be three (3), authority to award position will be based on consensus agreement.

The hiring committee, with assistance from Human Resources, will review position requirements and prepare for interviews and testing. Interview questions should be based upon the competencies required to successfully perform the position. When developing interview questionnaires and/or testing requirements, the following will be reviewed:

1. the current job description
2. special requirements for the job
3. statutory provisions, including collective agreement requirements

The hiring manager may, in consultation with Human Resources, use a less comprehensive interview process for internal applicants if they have previously held the same classification as the position for which they are applying or if the position is deemed a lateral transfer.

The format of all interviews will be similar in order that each applicant be given fair treatment and to facilitate the decision-making process. Each interviewer should record information that is communicated during the interview and rate the applicants accordingly. The results of the individual ratings will be reviewed by the hiring committee for use in the selection process.

All employment tests administered will be validated and related to the specific job duties and functions. Tests shall be administered fairly and consistently and will comply with the Human Rights Code and other statutory provisions. Human Resources will work with the hiring manager to ensure consistency of testing across the organization.

Reference Checking

Human Resources, or the recruitment consultant, will contact references for all external applicants being interviewed for the position. This will be performed via telephone, using a standard reference checking form and process. A minimum of two employment reference checks will be made on each

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external applicant prior to confirmation of employment, preferably one reference being the applicant's direct supervisor from previous/current employment.

For internal applicants Human Resources will review their personnel records, including the most recent performance appraisal, as well as comments of previous supervisors within the municipality and supply pertinent information to the hiring manager. Reference checking may be completed for internal applicants depending upon the length of service with the municipality and the similarity of position that they hold versus the position they have applied for.

Police Information Checks/Vulnerable Sector/Security Clearance

A police information check is required for all positions. Some positions will require vulnerable sector checks to be completed due to nature of the position, if they will be in a position of trust or authority of children or vulnerable persons. Enhanced security clearance may be required for positions that will be working with the RCMP detachment. Completed police information checks/vulnerable sector checks must be received and reviewed by Human Resources prior to confirmation of hiring or internal award.

Selection Process

The hiring committee is responsible for selecting the appropriate applicant, with the hiring manager responsible for completing the Position Award Form to be forwarded to Human Resources along with all interview materials (notes, files, rating forms etc.) in the posting file once a selection has been made. Human Resources will retain all information according to FOI requirements and City policy.

Notification to Applicants

Applicants interviewed for positions are to be notified as soon as reasonably possible as to whether or not they were successful for the position. This notification should be done by the hiring manager or recruiter personally via telephone.

Upon receipt of the completed Position Award Form, Human Resources will prepare written confirmation of the award, complete the Payroll Data Transmittal form and prepare formal notification to all internal unsuccessful applicants who were interviewed.

For exempt positions, an employment agreement will be drafted by Human Resources for presentation to the prospective employee for signature. Salary and terms of employment must be in accordance with City policy and approved by the Chief Officer of the Division or CAO, as appropriate.