



CORPORATE POLICY

DEPARTMENT:	CAO - Human Resources
POLICY:	HIRING POLICY
APPROVAL:	Council
EFFECTIVE DATE:	September 23, 2024

1. PURPOSE

The purpose of the hiring policy is to establish clear and consistent guidelines for the recruitment, selection, and hiring of employees within the Town of Shelburne.

This policy supports fairness, transparency, and equal opportunity for all applicants, while attracting and retaining highly qualified individuals to serve the community effectively. Recruitment and selection principles and decisions comply with the Ontario Human Rights Code, AODA and other applicable legislation.

2. SCOPE

This policy applies to all positions within the Town including full-time, part-time, temporary, and contract positions. This is applicable to both internal and external candidates.

3. DEFINITIONS

Town - The Corporation of the Town of Shelburne

SMT - The Senior Management Team members comprised of Chief Administrative Officer (CAO) and Department Directors.

Relative - Spouse or Common-law partner, Natural children, Adopted children, Stepchildren and Daughters-in-Law/Sons in-Law, Grandchildren, Great-grandchildren, etc. (whether connected by birth, adoption, marriage or common-law partnership), Dependents, Natural parents, Adoptive parents, Stepparents and Mothers-in-law/Fathers-in-law, Grandparents, Great-grandparents, etc. (whether connected by birth, adoption, marriage or common-law partnership), Sisters/Brothers, Sisters-in-law/Brothers-in-law.

Job Evaluation - A process used to objectively and fairly determine the relative value of jobs within an organization. The job evaluation process is a systematic review and analysis of job activities, relationships, and requirements using an established evaluation tool.



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Supervisor - A person who has charge of a workplace or authority over a worker as defined by the *Occupational Health and Safety Act (OHSA)*.

4. LEGISLATIVE REQUIREMENT

This policy complies with the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*, the *Ontario Human Rights Code*, the *Ontario Pay Transparency Act, 2018* and the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*.

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

- Taking into account 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 or as initiated by HR)

5. ELIGIBILITY

- Successful applicants must be legally entitled to work in Canada.
- Student worker roles must meet the eligibility criteria set by the Canada Summer Jobs (CSJ) program.
- Employees shall not directly serve as the supervisor or supervise a relative.
- No employee shall occupy a position whereby they may directly or indirectly influence the hire, promotion, transfer, demotion, salary, performance appraisal or status of another person who is defined as a relative.
- In cases where such a potential conflict exists, the CAO must approve the hire. Whenever, through promotion, transfer, or marriage a situation is created whereby a candidate is assigned to a position where they would be supervised full-time directly or indirectly by a related employee, an effort will be made to arrange an acceptable transfer or resolution. The CAO shall have the final decision.
- Former employees who left the Town on amicable terms may be eligible for re-employment. However, former employees who left the Town without proper



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notice, or when employment was terminated for cause, shall not be eligible for re-employment.

6. RESPONSIBILITIES

Human Resources:

- Responsible for the administration and enforcement of this policy, including posting job vacancies, screening applications, and ensuring compliance with policies, procedures, applicable laws and regulations.

Directors and Hiring Managers:

- Responsible for defining job requirements, participating in the selection process, and making hiring decisions.
- Ensure recruitment practices and decision making are free from any undue influence.

All Employees and Council:

- Responsible for adhering to the principles and procedures outlined in this policy.

7. RECRUITMENT PROCESS

a) General Recruitment:

For the purpose of this policy, the staff complement is defined as the number of personnel in any departmental position, which has been approved through the planning and budgeting process.

- For all new positions below the level of CAO, the Department Head or designate will identify the staffing requirements through the annual budget process and for the approval of Council.
- The hiring process of the CAO will be at the discretion and approval of the Council.
- In accordance with the Municipal Act, 2001, the role of Municipal Council in Ontario is to represent the public, develop and evaluate policies and programs, and determine the services provided by the Municipality. It is important to note that Council members are not involved in the day-to-day operations or administrative decisions, including the hiring process for Municipal staff other than the CAO and where exemptions could apply due to the designation of Strong Mayors authority for a municipality.



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b) Job Posting:

- Job vacancy postings will be available to internal and external candidates to ensure a wide pool of applicants. Postings will be advertised on the Municipality's website, social media platforms, relevant job boards, and other appropriate channels as required.
- All changes to job descriptions beyond minor adjustments will require a formal job evaluation.
- Job postings and recruitment advertisements list the wage range, position title, employee classification, working location of the position, major responsibilities and qualifications required for the position.
- When a posting is established as internal only, vacancies will be posted internally for a minimum of seven (7) calendar days, excluding holidays. Externally the posting will be for a minimum of fourteen (14) calendar days.
- Job ads will include contact information for potential candidates if individual accommodations are requested.
- All stages of the selection process, including interviews, assessments, and decision-making rationales, will be thoroughly documented. This documentation will serve as a record to support the decisions made and provide transparency. Retention of documents will be as per the retention schedule established by the Town.

c) Application and Screening:

- Applications must be submitted by the specified deadline. Late applications will not be considered.
- Human Resources will screen applications for minimum qualifications and forward eligible applications to the hiring manager for further review.
- All applications for posted positions from Internal Applicants will be acknowledged.
- External Applicants will be informed in the job posting that only those applicants selected for an interview will be contacted.
- The Town does not accept unsolicited resumes unless received at a job fair or recruitment event organized by the Town.



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- Persons requiring accommodation during the recruitment and selection process, during their tenure with the Town or in their work environment, are required to advise Human Resources of their accommodation requirements.

d) Interview and Selection:

- Candidates will be evaluated based on their qualifications, skills, and experience relevant to the position's requirements. Selection will be based on the candidate's ability to perform the job duties as outlined in the job description.
- All staff members of the interviewing panel will be provided with candidates' resumes throughout the posting phase to make ongoing updates to shortlisted candidates.
- Shortlisted candidates will be invited for an interview, which may include multiple rounds and various assessment methods (e.g., panel interviews, practical tests).
- If a conflict of interest is disclosed prior to participating in the interview process, a replacement staff member will be selected by the hiring manager. A conflict of interest may include, but not limited to situations where a member of the interviewing panel's personal and/or business activity or interest may be perceived to be in conflict with the Town or the role being hired for.
- Interview panels will include the hiring manager, a representative from Human Resources and other relevant personnel.
- The selection process will be documented, and all candidates will be evaluated against the same criteria.
- The interview panel will always include minimum two (2) staff members to ensure we foster a collective approach to objective evaluation. Additional staff members might be requested to participate by the hiring manager.

e) Reference and Background Checks:

- Human Resources will coordinate a minimum of three (3) employment reference checks, where at all possible, on the final candidate(s) being



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considered for the position. Employment reference checks must be satisfactory to the Town prior to a job offer being made to the candidate.

- Confirmation of abstracts, medical and/or physical assessments where bona fide and criminal reference checks on the selected job candidate prior to the employee commencing employment in the position.
- As part of the selection process, the Town will verify the qualifications, work history, skills etc. of candidates being considered for employment. Any costs associated with securing the requested documentation is the candidate's responsibility. Examples of qualifications are but not limited to education verification and driver's abstract.
- Offers of employment are contingent upon the successful completion of these checks.
- All aspects of this process are confidential.

f) Job Offer:

- Upon satisfactory completion of the selection process, Human Resources will extend a conditional formal job offer in writing, including terms of employment, salary, and start date.
- All terms of the employment agreement have to be approved by the hiring manager including vacation entitlements, pay grade as established during the planning/budgeting stages and working conditions.
- Experience, qualifications and skills will be the determining factors in finalizing the terms in the employment agreement.
- Human Resources shall coordinate the proceeding steps including orientation, legislated training and Town policies review.
- All full-time positions are based on a standard nine (9) month probationary period on their employment agreement. ESA guidelines will be followed for all other positions (part-time, contract etc.)
- Probationary periods may be extended where there is sufficient and reasonable grounds or explanation to do so. Decision to extend probationary periods will be documented and shared with the employee.



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- External candidates who are not selected but interviewed will be notified in writing once the position has been filled.
- Unsuccessful internal candidates will be advised by their Directors or Manager of the decision.

8. EQUAL OPPORTUNITY AND ACCOMMODATION

The Town of Shelburne is an equal opportunity employer and is committed to providing accommodations for applicants with disabilities. If a selected candidate requests accommodations, Human Resources shall consult with the candidate and provide or arrange for the provision of a suitable accommodation in a manner that takes into account the candidate's accessibility needs.

If a relationship occurs between two employees after employment that contravenes this policy, every reasonable effort will be made for placement of work for either one of the employees outside the supervisory control of the other.

9. CONFIDENTIALITY

All information obtained during the hiring process will be treated as confidential and will only be used for the purpose of making employment decisions. Personal information will be handled in accordance with applicable Municipal policies.

10. USE OF ARTIFICIAL INTELLIGENCE

The Town of Shelburne is dedicated to creating an equitable hiring environment that leverages modern technology while prioritizing human judgment and ethical standards. The limited use of AI in our hiring process is designed to enhance efficiency and effectiveness, ensuring that we attract and select the best candidates to serve our community.

The Town of Shelburne is committed to transparency, fairness, and continuous improvement in our recruitment practices. The use of AI in our hiring process will be transparent. Candidates will be informed when AI tools are being used and how their data will be processed.



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11. RESOURCES

- [Accessibility for Ontarians with Disabilities Act, 2005 \(AODA\)](#)
- [Integrated Accessibility Standards](#)
- [Employment Standards Act, 2000 \(ESA\)](#)
- [Municipal Act, 2001, S.O. 2001](#)
- [Human Rights Code, R.S.O. 1990 \(OHRC\)](#)
- [Municipal Conflict of Interest Act, R.S.O. 1990](#)
- [Occupational Health and Safety Act \(OHSA\)](#)