



Schedule A to By-law 10-2025

Recruitment and Employment Policy

Policy #C - WD -

Date Last Reviewed: November 19, 2024

1.0 Purpose and Scope

- 1.1 The Municipality of Lakeshore is committed to ensuring a fair, accessible, objective and equitable recruitment process for hiring employees.
- 1.2 This policy is intended to:
 - 1.2.1 Meet the standards and comply with the *Employment Standards Act 2000*.
 - 1.2.2 Employment practices shall comply with the collective agreements between the Municipality and the unions representing related municipal employees.
 - 1.2.3 Prevent a conflict of interest, or the appearance of such a conflict, that may arise through the hiring, promoting, transfer or employment of family members where there is an unfair advantage to any of the stakeholders.
 - 1.2.4 Prevent the exercise of any improper influence based on family relationships, or the appearance of such influence, in the Municipality's employment practices.
 - 1.2.5 Ensure all employment advertisement, employment application process and employment interview process will be prepared and conducted in accordance with the *Ontario Human Rights Code* and *Accessibility for Ontarians with Disabilities Act (AODA)*.
 - 1.2.6 Ensure that no elected official or employee will be involved in the process of hiring, transferring or promoting employees where the involvement of that individual may result in a conflict of interest as defined in the most current *Municipal Conflict of Interest Act*.
 - 1.2.7 Promote and encourage internal staff development and is in favour of internal promotion through succession planning providing the internal staff are most qualified and best suited for the position.

2.0 Interpretation

2.1 Definitions in this Policy:

- 2.1.1 "Family member" shall mean the child, parent or spouse of an elected official or an employee of the Municipality.
 - 2.1.1.1 "Spouse" shall mean a person to whom another is married or with whom an individual is living in a conjugal



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relationship outside of marriage and shall include same sex relationships.

2.1.1.2 “Child” shall mean both a natural and adopted child and a person who a parent has demonstrated a settled intention to treat as a child of the family.

2.1.1.3 “Parent” shall mean a parent-child relationship whether or not that person is the natural, adoptive or foster parent of the child.

2.1.2 “Hiring Manager” shall mean the leader who supervises the vacant position being recruited.

2.2 Conflicts

2.2.1 Where a conflict exists between this policy and a collective agreement, the collective agreement will prevail.

2.2.2 Where a conflict exists between this policy and another policy, the more specific policy shall prevail.

2.2.3 In the event that current Municipal employees are or become family members of elected officials or other Municipal employees, the internal transfer or promotion of these family members will not be allowed where family members would be supervised by or subordinate to one another.

2.2.3.1 Employment practices include family members not reporting to supervisor except with respect to Volunteer Firefighters in which direct reporting should be avoided where possible.

2.3 Application

2.3.1 The Municipality of Lakeshore is an equal opportunity employer. Accommodations under the requirements of the *Human Rights Code*, R.S.O. 1990, c. H.19 and *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c. 11 (AODA) will be provided upon request in all employment practices.

2.3.2 This policy applies to all elected officials, employees and recruitment candidates of the Municipality.



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3.0 Policy

- 3.1 The Municipality hires, promotes and transfers the most qualified and best suited individuals to fill positions within the Municipality in a fair, objective, accessible and equitable manner.
- 3.2 All new vacant positions within the bargaining units shall be posted and filled pursuant to the provisions of the respective collective agreement which may be in force at that time.
- 3.3 All other new or vacant positions shall be advertised in accordance with the provisions of the Municipality's Advertising Policy.
- 3.4 Employment-related decisions concerning existing or potential employees are free from any obvious or perceived improper influence based on family relationships to maintain public and employee confidence in the integrity of the Municipality's recruitment and employment practices.
- 3.5 The Municipality shall establish and conform to the prescribed recruitment process for hiring employees of the Municipality. The recruitment process shall include the following:
 - 3.5.1 Steps such as, but not limited to, job requisition, posting vacancies, screening and interviewing candidates, reference checking, police and background checks as appropriate, testing of skills and knowledge, other assessments as required and written employment offers. All steps, participants, information, selection and offers within for the steps are preapproved and managed by Workforce Development.
 - 3.5.2 Feedback from the Hiring Manager who oversees the vacant position, as well as their Supervisor (as appropriate).
 - 3.5.3 The interview panel will consist of a member from Workforce Development or designate, the Hiring Manager or designate, and one other Leader (as appropriate) whose position is not a peer to the vacancy being recruited. Additional panelists may be added with the approval of the Chief Workforce Development Officer.
 - 3.5.3.1 No relative of any applicant for a position shall be involved on the interview panel for that position.
 - 3.5.4 The selection process shall include an objective evaluation and scoring process to select the successful recruitment candidate.
- 3.6 From time to time, it may be necessary to recruit for a specialized position and in such case, the approval of the Chief Administrative Officer (CAO) is required.



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- 3.7** A relative of an employee may be hired provided that an application has been processed in the normal manner and the candidate to be engaged is, in the opinion of the interview panel, the best qualified with respect to the requirements of the position.
- 3.8** Individuals in a supervisory capacity shall not directly supervise a member of their family nor shall they be involved in the selection process.
- 3.9** In the event that current Municipality's employees are or become family members of elected officials or Municipality's employees, the internal transfer or promotion of these family members will not be allowed where family members would be supervised by or subordinate to one another.
- 3.10** Certain positions, by the nature of their duties, may require a police clearance as a requirement of the job. Such requirement will be disclosed in the job recruitment ad or job posting and any Offer of Employment shall be conditional on the satisfactory receipt of same. Any costs associated with obtaining this clearance certificate will be borne by the candidate and may be reimbursed once hired.
- 3.11** Administration shall make Council aware of the final candidates under consideration for positions at the Corporate Leader level.
- 3.12** Compensation
 - 3.12.1** Staff shall be paid within the existing pay equity plan for the non-union positions or according to the provisions of the current respective collective agreement for union members.
 - 3.12.2** Benefits, vacation, or any other approved Council compensation shall be provided in accordance with Council approved policy applicable at the time of hiring or the provisions of the current respective collective agreement for union members.
- 3.13** In accordance with *By-law 62-2019 To Establish the Role of Chief Administrative Officer*, the CAO has the discretion to appoint a person for a non-union position above the salary classification, benefit or vacation allotment or any other type of compensation only when one or more of the following conditions apply.
 - 3.13.1** There is difficulty in attracting a qualified candidate due to a shortage of skilled labour in the field involved.
 - 3.13.2** The rate of pay offered is not competitive with the rates offered by local or regional employers for positions of the same or similar duties.



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- 3.13.3** Operational considerations require the presence of a highly skilled or experienced person who can assume the full duties of the position immediately upon taking employment.
- 3.13.4** All terms and conditions of employment of employees of the Municipality that provide for an employee's entitlement upon the cessation of the employment shall be in accordance with the applicable approved compensation policy. Members of Administration are prohibited from bestowing entitlements in excess of those set out in applicable approved compensation policies, unless specific authorization is obtained from the elected Council in advance. In the event a member of Administration purports to enter into an agreement with an employee or prospective employee that attempts to bestow entitlements upon termination that are in excess of applicable approved compensation policies without obtaining authorization from the elected Council in advance, such agreement shall be null and void and the member of administration shall be subject to disciplinary sanctions, up to and including, termination of employment with the Municipality.
- 3.14** In the event an employee is hired as a temporary employee through the regular recruitment process and remains in the position for a period of 9 months or longer and a permanent vacancy becomes available for the same classification, the temporary employee shall be offered the position on a permanent basis provided:

 - 3.14.1** All evaluations related to the temporary employee's performance have been satisfactory; and,
 - 3.14.2** There is no qualified internal candidate with seniority rights to the position by virtue of any provisions of the respective current collective agreement administered by the Municipality of Lakeshore.
- 3.15** Relocation Costs

 - 3.15.1** A successful recruitment candidate may require financial support from the Municipality to relocate their family to the region in order to work at the Municipality of Lakeshore.
 - 3.15.2** Subject to the approval of the Chief Administrative Officer, reimbursement for relocation costs may be awarded to new recruits under the same criteria as section 3.13.
 - 3.15.3** The eligible relocation expenses include:



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3.15.3.1 Traveling cost, including meals, lodging and vehicle expenses, in the course of moving the successful applicant and family members for the primary residents.

3.15.3.2 Storage costs for household effects of primary residence (maximum of three months).

3.15.3.3 Accommodations for one (1) week, for the purposes of house hunting or apartment searching.

3.15.3.4 Other incidentals that may occur

3.15.4 Employees shall be required to payback the relocation cost reimbursements made should the employee resign their position with the Municipality within the first year.

3.15.4.1 Terms and conditions for receiving relocation costs and repayment of such cost shall form part of the employment agreement.

3.16 The Municipality of Lakeshore is an equal opportunity employer. Accommodations under the requirements of the AODA will be provided upon request through the recruitment and selection process, performance management, promotion and redeployment.

4.0 Responsibilities

4.1 The CAO shall ensure that a recruitment policy and procedure is established.

4.2 Workforce Development is responsible for implementing and ensuring compliance to this policy.

4.3 Workforce Development is responsible for ensuring that staff are aware of and follow this policy.

4.4 All Leaders are responsible for the compliance with this policy.

4.5 Workforce Development is responsible for ensuring that employment offers are in compliance with this policy.

5.0 Consequences

5.1 Failure to comply with this policy may result in violations of relevant legislation, collective agreements, and Municipal policies resulting in risk of fines up to and including incarceration and or termination of employment with the Municipality.



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5.2 Failure to comply with this policy may result in the hiring, promoting, or transferring of recruitment candidates inappropriately resulting in unsuitable candidates in vacant positions leading to costly unsuccessful recruitments.

6.0 Reference Documents

- 6.1 *Employment Standards Act, 2000*
- 6.2 *Human Rights Code, R.S.O. 1990, c. H.19*
- 6.3 *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11*
- 6.4 *By-law 062-2019 To Establish the Role of Chief Administrative Officer*
- 6.5 Municipal Conflict of Interest Act
- 6.6 Municipality of Lakeshore Advertising Procedure
- 6.7 Relevant Collective Agreements
- 6.8 Recruitment and Employment Procedure and Procedure Flowchart
- 6.9 Relocation Costs Reimbursement Procedure

7.0 Communication and Training

- 7.1 This policy will be posted in a common location where all staff have access to review.
- 7.2 Employees will be trained as required.

8.0 Review/Revisions

- 8.1 This policy should be reviewed every 5 years or as required.
- 8.2 Revision Log:

#	Date Revised	Author	Section	Details of Change
00	May 24, 2006			Launch new policy
1	April 10, 2012			
2	Nov 7, 2013			
3	Sept 22, 2015			
4	June 15, 2016	Lisa Granger		Added AODA language Added language to identify the provisions of the collective agreements
5	April 12, 2022	Lisa Granger		Added language about exception for Volunteer Firefighters
6	Aug 8, 2024	Lisa Granger		Consolidated Recruitment with "Hiring of Employees and Employment of Family"



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#	Date Revised	Author	Section	Details of Change
				Members” Policy, Relocation Costs Policy and Position Vacancies Policy Changed to new policy template. Added language regarding recruitment process requirements

Refer policy questions to: Chief Workforce Development Officer