

**TOWN OF LAKESHORE**  
**LEGISLATIVE AND LEGAL SERVICES**  
**HUMAN RESOURCES DIVISION**

**TO:** Mayor and Members of Council  
**FROM:** Lisa Granger, Manager of Human Resources  
**DATE:** December 1, 2019  
**SUBJECT:** Summer Student Employment Program Revisions

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**RECOMMENDATION:**

It is recommended that:

Council adopt the report of the Manager of Human Resources entitled, Summer Student Employment Program Revisions as presented at the December 10, 2019 Council meeting.

**BACKGROUND:**

Currently, the Summer Student Lottery Policy outlines a lottery process for selecting candidates for interviews for summer student positions with the Town. Originally, the Summer Student Lottery Hiring Policy Program was introduced in 2007, to address concerns regarding favouritism when hiring summer students.

**COMMENTS:**

Since the original implementation of this policy, the recruitment process for non-summer student positions at the Town has continually evolved to ensure that hiring is conducted in accordance with human resource best practices and applicable law while addressing any concerns of favouritism.

The Town is committed to continuing to hire students for various student positions. The proposed program will reflect the evolution of an objective recruitment process adopted by the Town and that will maximize the opportunity for students to apply because they can apply online. The Summer Student Lottery Program will become the Summer Student Employment Program (revised policy attached). The Summer Student Employment Program will follow the Town's usual objective recruitment process where the students will apply to the positions for which they wish to be considered through the Town's new online recruitment program. The Hiring Manager, in conjunction with Human Resources, will arrange a weighted application system that ranks applicants accordingly to the job description requirements. This scoring happens automatically based on the questions in the online recruitment tool. The persons achieving the highest scores

will be the first students to be interviewed. The weighted scoring system replaces the lottery aspect of the student employment program. Under the lottery program, students can apply in person or by email and a number is manually assigned to the student applicant. A random number generator is used to assign the student applicant's place in the lottery. Under the proposed system, the weighted scoring system will serve this purpose based on qualifications as opposed to chance.

The program will continue to hire students and focus on skill development for future careers. The program will contain the same eligibility requirements as have been utilized in the past:

- Must be at least 16 years of age by May 1; and
- Must be in attendance at a secondary school, college or university at the time of application and must be returning to school, on a full time basis, in September.

This new approach to summer student recruitment will continue to address any concerns of favouritism while saving significant time and effort for staff processing summer student applications. The administrative labour in supporting such a program is estimated to be more than 60 hours each year (this estimate does not include scheduling interviews, time interviewing and training successful candidates). This administrative burden will be eliminated by the online recruitment system. Furthermore, moving to the proposed approach will reduce the potential for errors, and will be a much more user friendly system for students wishing to apply to the program.

Adapting the summer student employment program to a weighted scoring system based on qualifications, also better manages the Town's exposure in certain higher risk student jobs. For example, day camp programs are highly regulated throughout Ontario and require students that demonstrate an aptitude toward working with children and are health and safety minded. Public Works students operate machinery and equipment that pose significant health and safety challenges, and, as such, it is essential that the successful candidate for these positions demonstrate an aptitude for safe operations. Furthermore, students are responsible for Town assets and thus requiring an applicant to demonstrate responsibility and competency with assets of this nature is essential to protecting Town assets.

### **Environmental Scan**

The other municipalities in the Essex County region are moving away from the lottery process and moving to using an objective recruitment process to select the successful candidates for summer student positions with success and still resulting in giving employment opportunities to students in order to build their skill sets.

### **OTHERS CONSULTED:**

The other municipalities in Essex County

**FINANCIAL IMPACTS:**

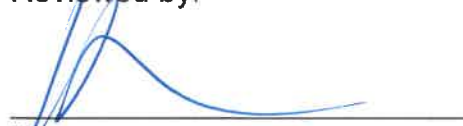
There will be significant cost avoidance when realizing the efficiencies in staff time by moving to the online recruitment tool, instead of manually assigning and processing applications and by reducing the paper burden associated with on average over 120 student applications annually.

Prepared by:



Lisa Granger, MBA, CHRL, CMMIII HR  
Manager of Human Resources

Reviewed by:



Kristen Newman  
Director of Legislative & Legal Services

Reviewed and submitted by:



Truper McBride  
Chief Administrative Officer

Attachment(s): Summer Student Employment Policy



# Summer Student Employment Program

Policy # C – HR - 0277

## 1.0 Purpose and Scope

- 1.1 Establish a policy to guide an administrative procedure for the hiring of summer students.
- 1.2 This policy applies to all students hired for summer student positions, during the period from the end of the school year until the beginning of the school year, with the exception of students identified for co-op positions and students hired as part time employees in Recreation year round.

## 2.0 Definitions

- 2.1 None.

## 3.0 Policy

- 3.1 Individuals applying for summer student positions must meet the following criteria:
  - 3.1.1 Must be at least 16 years of age by May 1;
  - 3.1.2 Must be in attendance at a secondary school, college or university at the time of application and must be returning to school, on a full time basis, in September.
- 3.2 The Town of Lakeshore is an equal opportunity Employer. Accommodations under the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) will be provided upon request throughout the recruitment and selection process, performance management, promotion and redeployment.
- 3.3 Available positions will be filled as follows:
  - 3.3.1 Students apply online through the Town's website.
  - 3.3.2 Returning students will be given priority in recruitment as long as the students continue to meet the eligibility requirements of this policy.
  - 3.3.3 Student applicants who meet the eligibility requirements of the policy and requirements of the position including those who are available to work within the established start and end dates of the various advertised positions, will be considered for an interview.



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Policy # C – HR - 0277

**3.3.4** A successful applicant will be offered a position based on his/her availability, qualifications and experience as determined by Human Resources. If he/she refuses the position being offered, his/her name will be eliminated from the process.

**3.4** The selection process will continue until all vacant positions are filled.

## **4.0 Responsibilities**

**4.1** Chief Administrative Officer to ensure recruitment to student positions meets the requirements of this policy and meets the requirements of all applicable legislation and regulations in Ontario and Canada.

**4.2** The Chief Administrative Officer shall ensure that this policy is carried out in the spirit in which Council intends.

**4.3** The Chief Administrative Officer shall ensure that the summer student employment program is administered in a fair manner.

**4.4** The Chief Administrative Officer shall ensure that measures are implemented to provide adequate training especially for health and safety.

**4.5** The Chief Administrative Officer shall ensure that measures are implemented to provide for monitoring and evaluating the performance of the summer students.

**4.6** Chief Administrative Officer will delegate the task for the Manager of Human Resources to coordinate.

## **5.0 Consequences**

**5.1** Failure to comply with this policy will result in ineligibility for summer student employment.

**5.2** Failure to comply with this policy may result in non compliance to legislation and regulations. Non compliance may result in fines.



# Summer Student Employment Program

Policy # C – HR - 0277

## 6.0 Reference Documents

- 6.1 Municipal Act, 2001
- 6.2 Accessibility for Ontarians with Disabilities Act (AODA)
- 6.3 Canadian Charter of Rights and Freedoms
- 6.4 Human Rights Code of Ontario
- 6.5 Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

## 7.0 Communication and Training

- 7.1 The policy is open to the public and posted to the Town's website.
- 7.2 The corresponding procedure will be posted to the Town's website.

## 8.0 Review/Revisions

- 8.1 This policy is reviewed annually.
- 8.2 Any changes to this policy must be approved through Council.
- 8.3 Revision log:

#	Date Revised	Author	Section	Details of Change
1	Jan 18/2017	HR		Revised to allow for students to work up to 3 years then reapply to the lottery as a new student. Added AODA requirements
2	Oct 31/2017	HR	3.1.1	New template Eliminated the residency requirement as it is a direct violation of the Canadian Charter of Rights and Freedom



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Policy # C – HR - 0277

#	Date Revised	Author	Section	Details of Change
3	Sept 24/2019	HR		Changed title from Summer Student Lottery to Summer Student Employment Program.  Removed lottery process and replaced with objective recruitment process and introducing online recruitment.
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5				

Refer policy questions to the Manager of Human Resources.