



Town of Carman HIRING POLICY

POLICY:

The Town of Carman believes that hiring qualified individuals to fill positions in the different departments contributes to the overall strategic success of the municipality. Each employee, while employed, is hired to make a significant contribution to the organization.

This hiring policy has been established to ensure the Town of Carman has the opportunity to attract the best available staff for all vacant positions.

SCOPE:

This hiring policy applies to all employees of the Town of Carman who are involved in the hiring process.

RESPONSIBILITY:

It shall be the responsibility of the Chief Administrative Officer (CAO) to implement this policy and to monitor its performance.

It is the responsibility of the Directors and Managers to ensure that:

- They are familiar with the recruitment policies and procedures, and that they follow them accordingly;
- Staffing levels for their department are determined and authorized;
- All roles have current position descriptions that specify role requirements and selection criteria;

It is the responsibility of the CAO to ensure that:

- All Directors and Managers are aware of their responsibilities in the recruitment and selection process;
- Directors and Managers are given continuous support and guidance in regard to recruitment and selection issues.



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POLICY AND PROCEDURE:

In hiring the most qualified candidates for positions, the following process will be followed:

Identification of Need:

The first step in the Hiring Procedure is the identification of need of an additional or replacement employee. This may be instigated by the Director or Manager of a Department, the Town Superintendent, CAO, or Council. The addition of any positions must first be approved by the Council of the Town of Carman. Filling vacated positions can be completed by the CAO without approval from Council. Prior to moving forward with filling vacant positions, the CAO shall receive from the Director or Manager of a Department a report indicating the position's title, hours, shift, status, reason for opening, essential job functions, and qualifications or any special recruitment advertising instructions.

Job Description:

A job description describes the areas of responsibility and accountability within a department. When a position is vacant, it is appropriate to review and, if necessary, update the job description and task description to ensure that it is up to date. Professional qualifications should also be reviewed.

New or modified positions will be evaluated by the CAO in order to determine a salary range corresponding to the underlying responsibilities.

Meetings:

The CAO will arrange a meeting with the Director or Manager of a Department before posting a job offer. The objective of this meeting is to learn more about the position, requirements, and profile of the ideal candidate. The recruitment strategy will be defined during this meeting and expectations will be established with all stakeholders.

Job Postings and Internal Transfers:

Once the position is approved and the job description is finalized (if applicable), the Director or Manager of the Department will prepare the job posting that briefly describe the job opening. The job posting will be prepared based on the job description and any special requirements detailed on the staff request. It may also include preferred qualifications that may enhance performance in the position. These would be considered in the event that two candidates are considered relatively equal.

Vacant positions within the structure of the Town of Carman will first be posted as outlined in the current Employee Agreement. Employees who are eligible to apply for the internal job openings are encouraged to do so. All applicants for a posted vacancy will be considered on the basis of their qualifications and ability to perform the job successfully.



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Once transferred to a new position, employees will enter into a new qualifying period as outlined in the current Employee Agreement.

Recruitment Advertising

Positions that require external advertising will be completed by placing the advertisement in the local paper and posting the advertisement on the town's website. The CAO, in conjunction with the Department Director or Manager will prepare and coordinate the recruitment advertisement.

All advertising will include a statement advising that only applicants chosen for interviews will be contacted and all others are thanked for their interest in the position.

All qualified candidates will be encouraged to apply for positions. As the town strives to be an equal opportunity employer, all postings will encourage applications from qualified persons from a visible minority group, persons with disabilities and women. Applicants who self-identify in their cover letter will be given special consideration.

The Department Director or Manager will be responsible for tracking all applicants and retaining applications and resumes as required.

Application

The Department Director or Manager will receive all applications. Following the closing date, this person will make the applications available to the selection committee.

Interview Process

The Department Director or Manager and/or the CAO will screen applications and resumes prior to scheduling interviews.

Candidates will receive a confirmation email from the Department Manager or CAO with the date and time of the scheduled interview. The candidate will be given contact information should there be an extenuating circumstance and the candidate is unable to keep the scheduled interview time. If the candidate misses the scheduled interview, a voice mail and/or email message will be left for the candidate to follow up. It is the candidate's responsibility to contact the town to reschedule a missed interview. Candidates who miss an interview will be considered no longer interested unless they contact the Department Director or Manager or CAO within 24 hours to reschedule. It will be decided between the Department Director or Manager and CAO the candidate's appropriateness for additional interviews.

Team interviews, consisting of Department Director or Manager and CAO may be conducted as needed for some positions. If a team interview is conducted, a structured interview process is recommended. Interview questions should be compiled by the interviewing team. After the team completes the interview process, the results of the



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interview should be forwarded to the CAO for review. The Department Director or Manager has ultimate responsibility for making a hiring recommending decision.

All applications and resumes of applicants not selected will be forwarded to the CAO for proper retention and disposal. Department Director or Manager will notify any person interviewed but not selected about the closing of the position.

It is encouraged that interview feedback is sent to candidates following the interview process. The documents should first be checked with the CAO to make sure they will not invite legal action. Being brief, respectful, and keeping feedback job-related are the general rules for writing feedback emails to candidates.

Reference Checks

Department Director or Manager or CAO will conduct professional reference checks and employment verification of the best candidates based on the results of interviews. All candidates must provide a minimum of 3 business references and 3 personal references.

Criminal Record and Background Checks

CAO, or delegate, will contact the final candidates to complete a pre-employment Criminal Record and Background check. Candidates will be given a maximum of 10 days to provide a Criminal Record and Background Check. Candidates who fail to provide a clean background check will be notified by the CAO and will be provided with copies of the report received. Department Director or Manager will be notified by the CAO if the candidate is not eligible for employment.

Employment Offers

Once a decision has been made to hire a candidate, an offer will be made subject to satisfactory completion of background checks and testing. Background checks will vary by position and may include criminal history, credit history, driving record, drug tests or any other information relevant to the position.

Internal candidates must complete the required background checks or examinations that have not yet been completed.

Once the CAO has obtained satisfactory results from all required background checks and tests, candidates will receive a final job offer. If a candidate does not accept a job offer within 7 days, the offer may be cancelled by the town.

Drug Testing

At this point, Council of the Town of Carman do not require candidates to provide a pre-employment drug screening. Council holds the right to include this requirement at a later date.



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Revoked Offers

In case when a formal offer has to be revoked, the CAO should draft and sign an official document. This document should include a legitimate reason for revoking the offer.

Legitimate reasons could include:

- Candidate is proved to not be legally allowed to work for the town at a specific location;
- Candidate has falsified references or otherwise lied about a serious issue;
- Candidate does not accept the offer within the specified deadline (deadline must have been included in the offer letter);
- CAO must notify the candidate formally as soon as possible.

Initial Start Date

On the initial start date, employees will complete required paperwork with the Department Manager. Candidates who are not able to provide completed forms and documents required for employment will not be allowed to begin work. Employees must complete the necessary paperwork at the location of the new position. Supervisors will complete the “New Hire Checklist” with new employees and go through the policy and procedures. All documents should be returned to the Town office as well as original completed application form, income tax forms, sign off sheets for policy and procedures and any certifications and license information on the date of hire. If documents are not received within 3 business days, CAO will notify the Department Manager. If the employee has failed to provide appropriate documentation within this time frame, the employee will be suspended, without pay, for an additional 5 business days. If the employee is unable to provide the appropriate documentation at the end of the additional 5 business days, the employee will be discharged.

Orientation and Workplace Safety Training

Each new hire will be scheduled to attend a day of orientation and workplace safety training. Ongoing training will be required with all positions.

Performance Evaluations

Each new employee is given a 6-month qualifying period to determine 1) if the employee made the right choice in accepting the job offer; and 2) if the company made the right choice in making the job offer to the candidate. Managers/Supervisors must complete a Performance Evaluation on all candidates within the qualifying period and make a determination of the candidates continued employment. If the Manager/Supervisor determines the candidate is not meeting expectations, the manager/supervisor must contact the CAO to determine the final date of employment and to initiate the final pay cheque process. Original performance evaluations are to be signed by both the manager/supervisor and the candidate and returned to the CAO for the employee file.



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In addition to the qualifying performance evaluation, all employees are to receive a performance evaluation at least annually. Performance evaluations do not necessarily indicate a salary increase. If a salary increase is proposed or a change in classification, the Department Manager must formally make such application to the CAO. It is the decision of the CAO to award these classification changes if warranted.