



LAC LA BICHE COUNTY PROCEDURE

TITLE: Hiring Process Standard Operating Procedure

PROCEDURE NO: CS-03-014-06

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-014 AMENDMENT DATE: OCTOBER 28, 2014

1.0 Specific Objectives

- Provide guidelines on how supervisors can request a vacant position be filled;
- Procedures for internal job postings;
- Procedures for external job postings;
- Describe the application process for potential candidates;
- Outline the candidate screening process;
- Outline the interview process;
- Procedures for internal transfers;
- Procedures for reference checks;
- Outline procedures for offers of employment;
- Overview of probationary periods;
- Outline potential hiring conflicts.

2.0 Procedures

2.1 Guidelines on how supervisors request a vacant position be filled:

All requests for new or additional personnel shall be directed, in writing, using the Recruitment Commencement Form to Human Resources for processing. The Recruitment Commencement Form can be requested from Human Resources. Personnel requests shall include, but may not be limited to; the position title, essential job functions, necessary qualifications, budgetary impact, reasons for the manpower need and the hours/shifts required.

2.2 Procedures for Internal Job Postings:

- a) When operational requirements permit, Human Resources will circulate new employment postings internally on the County Email and/or Intranet.
- b) This process is designed to give current employees first priority in consideration for new employment opportunities within the organization, and to promote applicable employees whenever possible.
- c) Qualified applicants currently working for the organization shall remain subject to the normal hiring processes, including interviews, reference checks and formal offers of employment.

2.3 External Job Postings:

- a) All permanent position vacancies will be advertised externally by Human Resources. Based on operational requirements, posting for other types of vacant positions (i.e. casual positions) may be advertised externally.
- b) Human Resources shall be responsible for the placement of all recruitment advertisements.

2.4 Application Process:

- a) Applicants must submit a resume for each position for which they are applying. Resumes must be forwarded by the candidates themselves to Human Resources.
- b) All resumes/applications will be collected and documented by Human Resources.

2.5 Screening Process:

- a) A screening/interview panel will be established to manage each competition. The screening/interview panel will comprise of a representative from the Human Resources Department, the position's immediate supervisor (or designate) and one other County employee (who must be employed at the equal level of responsibility or higher of that of the vacant position).
- b) All panel members can receive in-house training in relation to interview procedures and employment legislation standards.
- c) A screening tool will be comprised of a set of measurable criteria based on the positions' educational and experience prerequisites in accordance with the job description.
- d) All resumes will be screened and the most qualified candidates will be interviewed.

2.6 Interview Process:

- a) Interview questions shall be compiled by Human Resources, in consultation with the related position's supervisor or designate.
- b) Interviews shall be scheduled and facilitated by Human Resources.
- c) The Manager and/or the General Manager (as appropriate) shall make hiring recommendations based on organizational hiring practices, departmental needs, results of interview scoring process, results of related reference checks and in accordance with legislative requirements.

2.7 Internal Transfers:

The following procedures must be followed when there is an internal transfer:

- a) Employees are encouraged to apply for internal and externally posted job openings, and will be considered on the basis of their qualifications and potential for success in the position.
- b) Human Resources will maintain confidentiality pertaining to the employee's application for employment opportunities.
- c) If an internal candidate is successful in obtaining a different position, the employee must advise their current supervisor of the offer of employment within 2 working days of accepting the offer.
- d) Employees are encouraged to give their current supervisor a minimum of two weeks' notice. When at all possible, the employee, the current supervisor and the new supervisor will work

together to choose a start date which takes into account the needs of the organization while still acknowledging the needs and wishes of the employee. If an agreement cannot be reached, the CAO or designate will take all business and employee needs into account and have the final decision surrounding the start date.

- e) Internal transfers may or may not change an employee's original hire date/anniversary date with the organization and, depending on the transfer, may not impact their current benefit entitlements unless otherwise stated in the employment contract.
- f) Internal applicants who are not selected for the position shall be notified by the related Supervisor, Manager and/or Human Resources.

2.8 Reference Checks:

- a) Before any candidate may be approved for an offer of employment, reference checks must be conducted by Human Resources.
- b) Candidates applying for employment with the organization must go through the defined selection process to assess their knowledge, skills and abilities, experience and personal suitability. Human Resources shall use reference checks to confirm the candidate's experience and skills to perform the duties of the position for which they are applying, as well as the intangible factors which will lead to the best possible person-organization fit.
- c) Reference checking questions must be job-related.
- d) Human Resources will be required to document all conversations that occur during the reference checking process. These notes shall be maintained in a confidential file with other selection materials.
- e) The following questions are prohibited on the grounds of Human Rights:
 - i. Age
 - ii. Race
 - iii. Creed
 - iv. Disability
 - v. Marital Status
 - vi. Gender
 - vii. Sexual Orientation
 - viii. Citizenship
 - ix. Political Beliefs
- f) In the event that it is determined that the candidate has supplied falsified information, or misrepresented the facts of their application, this shall serve as grounds for immediate disqualification from consideration for the position or immediate termination of employment if the misrepresentation is found after employment has commenced.
- g) The overall results of the reference checks can be shared with the interview panel to assist them in recommending the successful candidate. Human Resources should avoid using specific feedback identifying specific references. Human Resources should provide only an accumulative general overview to the panel. The interview panel shall keep all reference check results confidential (this includes not sharing the results with the candidate and co-workers and not having direct contact the references).

2.9 Offers of Employment:

- a) Human Resources shall give a conditional offer of employment to applicants that have been selected through the application and interview process.
- b) Job offers shall be contingent on the applicant's agreement to abide by County policies and procedures, successful reference checks, and the ability to meet any other conditions applicable to the position that are required of the employee.
- c) All offers of employment must be in writing. Each offer letter is a legal document that will include the following elements: the employee status; reporting structure; hours of work; pay, benefits, vacation days; the terms and conditions of employment, including the probation period; the amount of relocation fund provided and repayable terms, if applicable, conditions of employment and behaviour expectations. The legal disclaimer section regarding termination will conform to, and be in the accordance with, Alberta Employment Standards Act.
- d) Every employment offer document will be created in a similar format with all sections being consistent, for all employees, including all levels of management. More complicated professional or managerial offers may need to be reviewed by legal counsel. Each offer letter advises the candidate to seek legal counsel.
- e) All employment offers will be signed and dated by the candidate before commencement of employment. Where applicable, the offer letter may be reviewed by senior management and the CAO.
- f) Should the applicant accept an offer of employment from the County, he/she will be considered an employee and provided with a start date and required location to report for duty.
- g) Initial employee orientation shall be provided within the first two days of employment, coordinated by Human Resources, and will include information deemed essential for the employee to be aware of, including workplace policies, rules and regulations, and other job specific information designed to assist the employee in his/her duties. Authorization forms and policies shall be signed during this period of orientation. Further orientation will be provided to the employee on an ongoing basis pertaining to the position, the organization and any ongoing changes to organizational practices, policies and procedures.

2.10 Reimbursement of Moving Expenses for New Employees:

- a. General:
 - i. When recruiting for senior managerial position vacancies, or for positions for which suitably qualified candidates are not available locally, the municipality may assist successful candidates with relocation expenses incurred. The new employee may be reimbursed in accordance with percentages set by the Chief Administrative Officer at the time of offer.

- ii. Upon prior approval from the Chief Administrative Officer (or designate) the municipality will reimburse those individuals who were invited to any interview and incurred significant travel expenses.

b. Requirements:

The successful candidate and the Chief Administrative Officer (or designate) will agree upon expenses to be reimbursed prior to the actual incurring of relocation expenses by the successful candidate. The County will not reimburse expenses that were incurred prior to any such agreement.

2.11 Employment Diligence:

- a) Lac La Biche County has a duty to protect ratepayers, customers and staff from unnecessary risk and to ensure that County operations are administered with due diligence. It is the policy of the County, when recruiting to certain specified positions, to screen potential appointees and volunteers in accordance with the provisions of Table B (on the following page): Positions Requiring Verification of Medical, Criminal, Child Welfare Interventions, or Driving Record History and Updates Thereto, on the condition it is made clear that such checks are a condition of employment **or of continued employment**, or of acceptance as a volunteer in the position for which application has been made.
- b) Notwithstanding Table B, any employee who is appointed to a position, for which a **pre-employment verification of his/her driving record is required, shall undergo an annual review of his or her driving record** to ensure that it remains satisfactory to the County. An employee who fails to comply with this requirement or whose driving record is deemed to be unsatisfactory shall, if an opportunity exists, be transferred to a suitable position in which the operation of vehicles or equipment is not required. In the absence of a suitable position, the employee's employment with the County shall be terminated. Notwithstanding the foregoing, when possessing a valid drivers' license is required for a position and the employee does not have a valid drivers' license, or it is suspended or revoked, the County may terminate the employee's employment for just cause.
- c) Applicants for vacant positions or employees who are being considered for transfer or promotion to one of the positions noted in Table B must have and maintain requirements for the position at all times.
- d) From time to time, Lac La Biche County may revise the list of positions set out in Table B.

e) **Table B:**
Positions Requiring Verification of Medical, Criminal, Child Welfare Intervention, or Driving Record History and Updates Thereto

<i>POSITION (Check mark indicates required verification)</i>	<i>MEDICAL</i>	<i>CRIMINAL RECORD</i>	<i>CHILD WELFARE INTERVENTION CHECK</i>	<i>DRIVING RECORD ABSTRACT</i>
Chief Administrative Officer	√	√	√	√*

General Manager	√	√	√	√*
Department Manager, Economic Development Officer	√	√	√	√*
Planning and Development Officer	√*	√	√	√*
Community Peace Officer/Liaison	√*	√* + VS	√*	√*
Administrative Clerk in every department, including, but may not be limited to: Executive Assistant to CAO, Legislative Services Clerk, Human Resources Clerk, All Finance Clerks, P&D Clerk, Environment and Agriculture Services Clerk, Community Services Clerk, Operations Clerk, Utility Clerk, Recreation Clerk, Executive Assistants, Customer Service Representative, All Seasonal Clerks	√	√	√	√*
Social Work Student		√* + VS	√*	√
All Foreman positions	√*	√	√	√*
Grader/Equipment Operators	√*	√	√	√*
Utility Operators; including seasonal	√*	√*	√	√*
Mechanics, Automotive Technician, Parts Technician, Electrician, Carpenter	√*	√*	√	√*
Facilities Maintenance Worker, Custodian	√*	√*	√	√*
Coordinators including: GIS Coordinator, IT Coordinator, Environmental Field Coordinator, Agricultural Fieldman, Health & Safety Coordinator, Civil Engineering Technologist, Senior Accountant, Aquatic Services Coordinator, Capital Reporting Accountant, Research Coordinator, Payroll & Benefits Coordinator, Records Management Coordinator, Rural Resource Recovery Coordinator	√*	√*	√*	√*
GIS Technician, Help Desk Analyst, Systems Analyst	√*	√	√	√*

Recreation Staff including: Recreation/Culture Program Coordinator, Facilities Coordinator Recreation/Culture, Facility Operator II, Facility Operator I, Parks and Open Spaces Coordinator, Recreation/Culture & Facilities Clerk, Events and Facilities Liaison, Lifeguard I, Lifeguard II, Lifeguard III, Fitness Instructor, Specialty Course Instructor	√*	√* + VS	√*	√*
Human Resources Consultant	√*	√	√*	√*
Bold Center Employees	√*	√* + VS	√*	√*
FCSS Program Coordinator, Parent Link Programmer, Para transit Bus Driver	√*	√* + VS	√*	√*
Surveyors	√*	√	√	√*
Landfill Operators	√*	√	√	√*
Fire Guardian (Seasonal)			√	√*
Environmental Technicians, Weed Inspectors (Seasonal)		√	√	√*
Infrastructure Services Mower Operators, and Labourers (Seasonal)		√	√	√*
Assistant Program Coordinator, Summer Program Leaders, Summer Recreation Worker (Seasonal)		√* + VS	√*	√*
IT Technologist (Seasonal)		√*	√	√
RAP Students, Work experience students (over the age of 18)		√*	√	√ -over the age of 16
<i>* An asterisk following the check mark indicates requirement for annual update.</i>				
<i>+VS Criminal Record Check requires the addition of vulnerable sector check</i>				

- f) Procedure - Pre-employment Medical
- (i) Candidates will be notified of the requirement for a pre-employment/pre-promotion/pre-transfer medical assessment.
 - (ii) During the interview, the candidate will be asked if she or he has any health-related conditions which would affect his or her fitness to satisfactorily perform the job.
 - (iii) The chosen candidate can be given a conditional offer of employment pending the results of the medical assessment. The candidate will be asked to obtain a medical assessment of her or his fitness to perform satisfactorily in the job. A copy of a **summary of the job duties**, together with a copy of the Physician Assessment Form shall be provided to the candidate for the Physician's reference and use.

- (iv) The candidate shall be informed that the results of the medical assessment will be held in strictest confidence by Lac La Biche County.
 - (v) The candidate shall be informed that any costs for this medical assessment should be paid by the candidate but, with appropriate receipts, may be submitted to Lac La Biche County for reimbursement.
 - (vi) The candidate shall obtain a sealed copy of the Physician's Assessment and shall provide it to the County, to the attention of the Manager of Human Resources.
 - (vii) In the event that the candidate is judged medically unfit to successfully carry out the duties of the position, the candidate shall be informed at the County's earliest convenience that he or she is not the successful candidate for the position.
- g) Procedure - Criminal Records Check
- (i) During the course of the interview, the candidate will be notified if there is a requirement for a pre-employment/pre-promotion/pre-transfer criminal records check.
 - (ii) During the interview, the candidate will be asked if she or he has any outstanding charges or previous criminal convictions which could compromise, or which might be seen to compromise the candidate's ability to perform the job.
 - (iii) If required, the chosen candidate will be asked to obtain a Criminal Record Check.
 - (iv) The candidate shall be informed that the results of the Criminal Records Check will be held in strictest confidence by the County.
 - (v) The candidate shall be informed that any costs for this Criminal Records Check should be paid by the candidate but, with appropriate receipts, may be submitted to the County for reimbursement.
 - (vi) It is the responsibility of the candidate to provide an official copy of the Criminal Records Check report to the attention of the Manager of Human Resources.
 - (vii) Where the check reveals the existence of a prior conviction/outstanding charge, the CAO or responsible General Manager, in consultation with the Manager of Human Resources will determine if the conviction/charge is relevant to the position at hand.
 - (viii) If the conviction/charge is relevant, the candidate shall be informed, at the County's earliest convenience, that he or she is not the successful candidate for the position.
 - (ix) If the convictions/charges are not relevant, the County will proceed with the hiring process.
- h) Procedure – Child Welfare Intervention Check
- (i) During the course of the interview, the candidate will be notified if there is a requirement for a pre-employment/pre-promotion/pre-

transfer Child Welfare Intervention Check or Vulnerable Sector Check.

- (ii) During the interview, the candidate will be asked if she or he has any previous involvement with child welfare, which could compromise, or which might be seen to compromise the candidate's ability to perform the job.
- (iii) The chosen candidate can be given a conditional offer of employment pending the results of the Child Welfare Intervention Check or Vulnerable Sector Check.. The candidate shall be informed that the results of these checks will be held in strictest confidence by the County.
- (iv) It is the responsibility of the candidate to provide an official copy of the checks to the attention of the Manager of Human Resources.
- (v) Where the check reveals the existence of a prior file with Children's Services, the CAO and/or responsible General Manager, in consultation with the Manager of Human Resources will determine if the file with Children's Services is relevant to the position at hand.
- (vi) If the file with Children's Services is relevant, the candidate shall be informed, at the County's earliest convenience, that she or he is not the successful candidate for the position.
- (vii) If the file with Children's Services is not relevant, the County will proceed with the hiring process.

i) Procedure - Driving Record

- (i) During the course of the interview, the candidate will be notified if there is a requirement for a pre-employment/pre-promotion/pre-transfer driving record verification and for an annual review thereof.
- (ii) During the interview, the candidate will be asked if he/she has any driving record characteristics which would affect his or her ability to perform the job.
- (iii) On conclusion of the interview and upon identification of the preferred candidate(s), the candidate(s) will be asked to obtain an abstract of his or her driving record.
- (iv) The candidate shall be informed that the information in the driving record abstract will be held in strictest confidence by the County.
- (v) It is the responsibility of the candidate to provide an official copy of the checks to the attention of the Manager of Human Resources.
- (vi) Where the check reveals the existence of prior driving record characteristic concerns, the CAO and/or responsible General Manager, in consultation with the Manager of Human Resources will determine if the concerns are relevant to the position at hand.
- (vii) If the concerns are relevant, the candidate shall be informed, at the County's earliest convenience, that he/she is not the successful candidate for the position.
- (viii) If the concerns are not relevant, the County will proceed with the hiring process.

3.0 Probationary Periods

Probationary periods are typically six to twelve months in length and will depend on the scope of the position and regular hours of work. A management position may have a probationary period as per the related employment agreement.

Staff members who are transferring internally to a new position may be placed on a new probationary period. Typically, if a position is considered to be a lateral transfer, no probationary period may be required. But, if the new position is considered to require a greater scope, or different scope of knowledge, skills and abilities, probation will be recommended.

4.0 Potential Hiring Conflicts

- a) Family Members:
 - i. Applications for employment shall be accepted, and considered, from a member of an employee's immediate family.
 - ii. An immediate family member shall not be considered for employment if by doing so, it might create a direct or indirect managerial/subordinate relationship between an employee and the family member, or if his/her employment could create a conflict of interest either real or imagined.
 - iii. For the purposes of this procedure, immediate family members shall be defined as: Wife, Husband, Mother, Father, Brother, Sister, Son, Daughter, Mother-In-Law, Father-In-Law, Brother-In-Law, Sister-In-Law, Son-In-Law, or Daughter-In-Law.

- b) Employee Relationships:
 - i. Employees engaging in romantic relationships or employees that become married or live in the same household may be employed with the County provided that there is neither a direct or indirect managerial/subordinate relationship between the employees, or a conflict of interest, real or imagined, created as a result of the relationship.
 - ii. In the event that either a managerial/subordinate or conflict of interest issue arises, the employees are required to notify Human Resources as soon as possible. The organization will work with the employees to develop a suitable resolution which may require one of the employees to transfer to another position or team. If this is not possible, one of the employees must resign.

c) Re-employment of Employees Discharged for Cause:

The municipality recognizes that it is occasionally necessary to terminate an employee's services because of specific problems which impeded the employee's ability to perform duties. However, the municipality does not wish to impose an unfair restriction on former employees who have been able to overcome problems which resulted in their termination. Therefore, applications will be accepted from those people who have, for example:

- Overcome problems associated with drug or alcohol addiction;
- Overcome other health-related problems;
- Upgraded their academic qualification or employment skills.

Such persons may be asked to produce medical evidence that they have overcome addiction or other health related problems and are physical and mentally able to do the position they applied for. They may also be asked to provide documentation in relation to their academic qualification or employment skills.

References will be requested of such persons. References will need to be in relation to employment that occurred since the employee last left the County.

Such persons will be evaluated on the same merit basis as other candidates who apply for vacant positions.

"Original Signed"
Chief Administrative Officer

November 14, 2014
Date