

# INNISFIL PUBLIC LIBRARY



**SUBJECT: EMPLOYMENT - RECRUITMENT AND SELECTION POLICY**

**Policy No: E-2014-06**

**Date: February 18, 2014**

**Next Review Date: February 2017**

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## **PURPOSE**

The purpose of this policy is to clearly define and ensure consistency in the Board's hiring and selection process and to ensure that the most capable and qualified individuals are selected in a publicly accountable manner guided by the principles of integrity and transparency.

## **POLICY**

### **General**

The Innisfil Public Library Board's recruitment goals and objectives are to:

- Attract, select, retain qualified, competent candidates to meet the Library's immediate needs and develop long-range plans for future staffing;
- Provide current employees with opportunities for personal and professional development within the Library when a vacancy or new position exists;
- Provide a fair, consistent and equitable application of recruitment procedures and practices that incorporate best practices into the staffing process through the use of contemporary, objective methodology and skilled interview teams/panels;
- Promote the Library as an *Equal Opportunity Employer* to ensure workforce demographics reflect the diversity of the communities served, and through facilitating the understanding and promotion of employment-related provisions of the *Ontario Human Rights Code*, the *AODA* and all other legislative requirements.
- Promote the Library as an *Employer of Choice*, through excellent customer service and professional treatment of all job candidates;
- Ensure appropriate documentation and processes are in place to support all staffing decisions.

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## **Application**

The provisions of this policy shall apply to all permanent full-time, permanent part-time, contract and casual employees, volunteers who work with vulnerable library patrons, co-op programme participants and summer students.

## **Definitions**

**Direct Reporting Relationship** means a relationship in which an employee or appointed/elected official has authority to:

- approve or deny increments, overtime or negotiate salary levels;
- conduct performance appraisals;
- administer discipline; or
- direct work assignments.

**Family** – for the purpose of this policy, family includes an employee’s child, parent or spouse. These terms are more specifically described as follows:

**Child** – a child born within or outside of marriage. Includes an adopted child, and a person to whom a parent has demonstrated a settled intention to treat as a child of his/her family.

**Parent** – a person who has demonstrated a settled intention to treat a child as a member of his/her family, whether or not that person is the natural parent of the child.

**Spouse** - a person to whom the person is married, or with whom the person is living outside of marriage in a conjugal relationship, if the two persons, have cohabited for at least one year, are together the parents of child, or have together entered into a cohabitation agreement under section 53 of the Family Law Act.

## **Guidelines**

### **Conflict Of Interest**

All employment-related decisions concerning existing or potential Library employees must be free from any real or perceived improper influence based on familial relationships.

This policy is intended to:

- Prevent a conflict of interest or the appearance of such a conflict that may arise through the hiring or employment of relatives of a member of the Library Board or the hiring or employment of relatives of existing employees; and,
- Prevent the exercise of any improper influence based on familial relationships, or the appearance of such influence, in the Library Board’s employment practices.

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Family relationships shall not form the basis of an employment decision within a public sector organization. The Board prohibits employment situations where family members would be:

- supervised by, or subordinate to one another;
- given preferential treatment in being recruited; or
- appointed to positions where job responsibilities would be incompatible with positions occupied by family members.

It is the responsibility of all staff, elected and appointed officials, to declare any conflicts of interest at the onset of the recruitment and selection process, or as soon as realized.

An employee or an appointed or elected official on the Library Board will not participate in any part of the recruitment and/or selection process, hiring, promotion, demotion, transfer, salary review, performance appraisal, where a relative is being considered for employment or an internal opportunity.

While this policy is intended to apply solely to immediate family relationships, employees and appointed/elected officials should be aware that broader familial ties and other close personal relationships may give rise to the same concerns surrounding real or perceived conflicts as those addressed in this policy; therefore, employees and elected and/or appointed representatives should not participate in any part of the recruitment and selection process where any other perceived conflict exists, such as the recruitment of a friend.

### ***Equal Opportunity***

Attracting, selecting and retaining qualified staff is of prime importance to the Library. All applicants shall have an equal right to be considered for any position for which they are qualified. As an equal opportunity employer, the Library Board abides by all current legislation relating to individual rights to employment under the *Human Rights Code*. Therefore, no candidate who can perform the essential duties of the job, with or without accommodation, will be discriminated against on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status or disability, if legally entitled to work in Canada.

### ***Staff Training***

The Library will provide the training to all supervisory/management staff to ensure the Library has professional, competent interviewers when participating in the recruitment and selection process.

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### ***Policy Review***

The CEO, who may solicit legal advice, will review and monitor the Library Board's Employment practices to ensure consistency and compliance with this policy.

### ***Procedures Respecting Staffing Positions***

#### **Authority To Hire**

The CEO is authorized to hire all staff to the extent of the complement approved by the Board at salaries established through a job evaluation process.

The Board is responsible for hiring the Chief Executive Officer.

All additions to staff must be approved during the annual budget deliberations. Temporary or permanent replacements of the core staff complement do not require approval through the annual budget deliberations.

#### **Hiring Plan**

When a position is vacant, the CEO will review the necessity, form and function of the position, prior to recruiting for a replacement incumbent.

Where substantial change has occurred with the position, or the need for a new position is identified, the CEO will provide a report to the Board. Job description(s) will be developed and/or amended in accordance with appropriate consultation or consultants who specialize in Job Evaluation. The appropriate salary evaluation will take place, either through job evaluation consultants or through an in-house job evaluation committee process, prior to placement on the appropriate salary grid.

#### **Posting/Advertising**

The CEO or designate will compose the advertisement/posting and direct/post to designated highly visible locations and external publications or job posting sites when required.

In accordance with accessibility legislation, the following will be posted on all job advertisements – *“The Innisfil Public Library encourages employment opportunities to be available to all persons on the basis of applicable skills and qualifications. Accommodations for disabilities will be provided, on request, to support candidate participation in all aspects of the recruitment process. To request accommodation please contact the Chief Librarian.”*

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An internal search may be conducted prior to external advertising. Employment opportunities will be posted internally for a minimum of seven (7) working days.

The Library may deem it necessary to advertise vacancies externally at the same time as the internal posting.

**Application/Resume**

Solicited applications/resumes will be received by the CEO and will be kept on file in accordance with the Board's Records Management policy. All applications are confidential and secured in a locked area. Unsolicited applications will be handled as required by the Board's Records Management policy.

**Competition Files**

For each job competition an interview team will be established. The team will take part in the review of all resumes, develop a "short-list" of candidates, attend all interviews and make the subsequent selection.

The CEO or designate will advise internal applicants who do not meet minimum qualifications respecting the job vacancy.

External applicants will not be notified unless they are selected for an interview. External advertisements will carry the following footnote: "We thank all applicants for applying; however, only those selected for an interview will be contacted".

**Interview Questionnaire**

To ensure a fair evaluation of all candidates, a formal interview questionnaire shall be used. The questionnaire shall be position-specific and comprised of weighted questions and job-related criteria. The questionnaires provide a means to focus the interview; facilitate a thorough exchange of information; ensure the interview is objective; serve as a defensible and measurable approach to evaluate candidates and generally facilitate better hiring decisions.

The CEO and members of the interview team will collaborate on the creation of the interview questionnaire to ensure that appropriate questions are developed, and hiring practices meet legislated requirements.

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### **Pre-Selection Tests**

During the development of the interview questionnaire, it shall be determined if any skills testing is necessary. If so, the skills tests will be weighted and included on the interview questionnaire. Skills testing may be provided by an agency on behalf of the Library.

### **The Interview**

With the exception of CEO recruitments, the interview shall consist of a minimum of two (2) interviewers and a maximum of three (3). The CEO or designate and the Branch Manager who will supervise the new employee will participate in the interview process.

The designated interview Chair shall direct the interview by introducing the candidate to the interview panel, reviewing the candidate's resume, explaining the interview question process, asking the questions and allowing the candidate an opportunity to ask questions.

The process for the CEO position will be at the discretion of the Board.

Occasionally, second interviews are conducted. If this is the case, a second interview questionnaire must be developed and used consistently.

Following the interview(s), the interview data and skills testing results (if required) will be consolidated for review by the interview team to assist in the final selection of a candidate.

The Library shall not be responsible for assuming expenses including travel and accommodation costs for a candidate to attend a job interview.

### **Reference Checks**

Prior to any reference check, permission of the candidate to contact references must be obtained. This authorization may be obtained at any time during the selection process. A written permission form must be signed by the candidate. Ideally, references should consist of the candidate's immediate supervisors in their current and/or former employment.

Standardized Reference Forms are available. However, if specific or technical information is required, the standardized format can and should be modified.

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**Valid Driver's Licence**

Since there is no public transportation in Innisfil, and since many Library positions require the employee to work at the various branches, a valid driver's licence and/or a guaranteed method of transportation is required. Applicants will be advised that it is a condition of their employment that they maintain their licence and/or guaranteed method of transportation in good standing while in the employ of the Board.

**Police Record Check**

The Ontario Human Rights Code prohibits discrimination in employment because of, among other things, a "record of offences." A Record of Offences as defined under Section 10 of the Human Rights Code means a conviction for (a) an offence, in respect of which a pardon has been granted under the *Criminal Records Act* (Canada) and has not been revoked or (b) an offence in respect of any provincial enactment.

However, it is permissible to discriminate in employment, if the record of offence is a "reasonable and bona fide qualification/factor" because of the nature of the employment.

Current Library policy requires a police record check for all positions.

The Police Record Check must be completed and submitted by the applicant recommended for hire to the Police Services Department, serving the municipality where the applicant lives. **The fee for the service is the sole responsibility of the applicant.**

Responses to the Police Record Check are provided directly from Police Services to the individual identified on the consent form. The applicant must provide the CEO or designate with the results of the Police Record Check immediately upon its receipt and prior to the end of the candidate's probationary period.

*Failure on behalf of the applicant to secure the police record check and to provide it to the Library, or the applicant's police record check being found by the Library to be unsatisfactory, may result in the applicant being declined for employment with the Library.*

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A Police Record Check will be requested of an applicant at the “Offer of Employment” stage and will be a condition of employment.

The information received is “confidential” and will be provided to CEO who, if necessary, will share the results with the Library Board.

### **Offers Of Employment**

Once a final determination has been made as to who the recommended candidate for hire is, the interview team will provide a *Recommendation for Hire* to the CEO which would include the selection rationale, name of the candidate, preferred start date, issues such as pre-planned time off requests, etc. The recommendation package should also include all resumes, skills tests, interview summaries, completed and signed interview questionnaires and reference check forms.

The CEO will review the recommendation, ensure all approval authorizations are obtained and develop a written offer of employment (the Contract). The CEO or designate will make the offer of employment to the recommended candidate discussing terms and conditions of employment. To finalize an offer, the candidate must have signed the Contract and provided it to the CEO or designate all documentation relating to the terms and conditions of their employment prior to actually commencing the position with the Library.

Upon acceptance of the offer of employment, the CEO or designate will advise unsuccessful interviewees via telephone, email or mail that the position has been filled; notify the appropriate Town staff and/or any outside agency involved in the administration of payroll and employee benefits; then inform the Library Board and staff of the hire. If the recommended candidate declines the position, the interview team may proceed to the next candidate or re-post the position.

### **Employee Orientation**

New employees will attend an orientation session on their first day of employment that will include but is not limited to legislation such as Health & Safety, and Accessibility; policies and procedures, organizational structure and governance. The necessary paperwork will be completed and processed to provide for legislative requirements and participation in the compensation and benefits package (if applicable).

Where an employee works in more than one branch, the on-the job orientation package will travel with them until all components have been reviewed.



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### ***Volunteer Workers***

“Volunteer workers” who work with vulnerable library patrons and who do not receive remuneration from the Board, will be excluded from the cost associated with obtaining a Police Record Check but must obtain a Police Record Check prior to commencing volunteer duties.

The Police Record Check form is available from Library staff recruiting the volunteer worker(s) and must be completed by the applicant.

### ***Employment Policies***

The Recruitment and Selection Policy is designed to be used in conjunction with the Library’s other employment policies.

### ***Related Policies***

*Police Record Check Policy*  
*Records Management Policy*  
*Volunteer Policy*

Approved by the Innisfil Public Library Board, February 18, 2014,  
Motion Number: 2014.17

Supersedes Policy #E-2008-09, approved April 21, 2008, Motion #2008.26 &  
Policy #2004-11, approved December 13, 2004, Motion #2004.63