



CORPORATION OF THE NATION MUNICIPALITY

POLICY

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Policy Title: Hiring Policy

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Policy Contact: Pierre Leroux, CAO

Initiating Department: Administration (Human Resources)

Abstract: This policy outlines the hiring process, ensuring fair and equitable recruitment practices at The Nation Municipality.

Note: This policy replaces the Recruitment and Succession Planning Policy approved by Council in 2017 (Resolution No. 561-2017).

Revision History:

Date (YYYY-MM-DD)	Nature of Change	Approved by	Comments
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1. Policy Statement

The Nation Municipality is committed to recruiting the best available human resources without discrimination. This policy guides all employees involved in the recruitment process to ensure fair and equitable hiring practices.

2. Purpose

This policy establishes a clear and structured process for the recruitment, selection, and hiring of employees, ensuring transparency and consistency.

3. Scope

This policy applies to all hiring activities for permanent, part-time, casual, and contract employee positions within The Nation Municipality. It is applicable to all employees involved in the recruitment and selection process.

4. Legislative Authority

The Municipal Act, 2001, Section 270 (2), as amended, mandates that municipalities adopt policies regarding the hiring of employees.

5. Definitions

- a. **Selection Committee:** A group responsible for screening and selecting candidates for a vacant position.
- b. **HR Representative:** The individual responsible for ensuring hiring practices comply with policies and legal standards.
- c. **CAO:** Chief Administrative Officer, responsible for resolving disputes in the hiring process.

6. Policy

All hiring decisions and positions must fall within the yearly Council-approved budget.

7. Responsibilities

Chief Administrative Officer (CAO):

- a. Provides oversight of recruitment policies to ensure alignment with organizational priorities.
- b. Resolves disputes in job description preparation or hiring processes.

Department Heads:

- a. Assists HR Department with job descriptions and hiring strategies.
- b. Collaborate with HR Representatives to draft and finalize job descriptions.

HR Representative:

- a. Ensures compliance with hiring policies and pay equity standards.
- b. Manage recruitment processes within their departments.

8. Administration

- a. Once approved, this policy becomes an internal operational document managed by the CAO.
- b. Council may request a review or update at any time.

9. Job Description Preparation

- a. Department Heads and HR Representatives collaborate to ensure job descriptions align with organizational needs.
- b. The CAO has the final say in case of disputes.

10. Publication of Job Offers

- a. All vacancies will be posted internally and externally for a minimum of 10 business days.
- b. In extenuating circumstances, and with justification to and approval from the CAO, postings may be reduced to 5 business days.
- c. HR and Department Heads approve advertising costs.
- d. Job postings include title, responsibilities, qualifications, deadlines, salary range, and diversity statement.
- e. Job postings may be published through the municipal website, newspapers, job boards, or other platforms as determined by the HR Representative and Department Head to be most effective.

11. Receiving of Applications

- a. Deadlines are set at 12:00 noon, two weeks after the last publication unless shortened with CAO and Department Head approval.
- b. Applications shall be electronic.
- c. HR receives the applications at hr@nationmun.ca and files them in the appropriate folders, labeled according to the job title.
- d. Late applications considered only under exceptional circumstances.

12. Eligibility List for Future Hiring

- a. Qualified, non-selected candidates may be kept on file for up to 12 months.
- b. May be considered for similar roles within that period.
- c. No guarantee of offer.

13. Testing and Interviews

- a. HR and Department Heads prepare tests and questions.
- b. Candidates will receive the interview questions five minutes prior to the start of their interview. A practical test may also be administered following the interview, if deemed appropriate for the position.
- c. Each committee member scores candidates individually. Following the interview, members compare and discuss results to reach a consensus on the most suitable candidate.
- d. Should the committee be unable to come to a consensus, the CAO will be brought in to help facilitate a discussion in order to determine which candidate will best suit the operational needs of the Corporation.
- e. At least three members are required for all interviews, except the CAO.
- f. CAO Selection Committee appointed by Council (see Section 19).

14. Verification of References

- a. References provided only after job offer is extended.
- b. Employment conditional on satisfactory references and current criminal record checks, and a current driving record (if applicable).
- c. HR verifies credentials and history.
- d. The employee is hired once all requirements outlined in a) and b) are met.

15. Recruitment of Relatives

- a. Permitted if not in same department or direct reporting line.
- b. Does not apply to temporary roles.

16. Employment Contracts

- a. HR prepares all employment contracts.
- b. Mayor signs CAO contract after Council approval.
- c. CAO signs for Directors.
- d. Directors sign for all others.

17. Hiring Process for CAO

- a. Council appoints Selection Committee.
- b. Posting made to professional networks and job boards.
- c. Third-party recruitment firms may be used.
- d. Structured interviews may include case assessments (e.g., scenario-based problem solving or presentation tasks).
- e. Committee recommends to Council.
- f. Appointment by bylaw.
- g. Mayor signs employment contract.

18. Succession Planning and Employee Development

Succession planning is a process for identifying and developing internal candidates with the potential to fill key leadership positions in the Municipality. It ensures continuity of leadership and minimizes the impact of staff turnover.

The following tools may be used to support succession planning and employee development:

- a. **Mentoring Programs** – Experienced employees act as mentors to those with potential.
- b. **Job Shadowing** – Candidates spend time with incumbents to better understand the role.
- c. **Cross-Training** – Candidates are temporarily assigned to roles outside of their current function to develop new skills and insights.
- d. **Classroom Training** – Participation in workshops and courses to enhance knowledge and leadership capacity.

Participation in these activities does not guarantee advancement but serves to prepare employees for future opportunities.

19. Exemptions

- a. Minor edits (grammar, formatting) may be made with CAO approval.

20. Errors or Omissions

- a. Addressed by HR in consultation with CAO.

21. Policy Review

- a. Reviewed every three years.
- b. Council may request review at any time.

22. Effective Date

- a. 2025-XX-XX