

Hiring (Under Review)

Original Implementation Date	April 1, 1996		
Date of Last Revision	April 12, 2012	Approved by	CAO & Senior Management Team
Effective Date of Last Revision	April 12, 2012		

1 - Business Practice Name

Hiring

2 - Purpose

HRM practices a fair hiring process and hires employees on the basis of merit – the best individual for the position considering knowledge, skill, ability, experience, education and suitability.

3 - Scope

This applies to all HRM non-union employees.

4 - Roles and Responsibilities

All hiring managers/supervisors are responsible to initiate hiring activities through the on-line applicant tracking system (2x Brass Ring); obtain necessary approvals; determine recruitment strategies and screening criteria; interview candidates; conduct reference/pre-employment checks; and make offers of employment.

Prior to posting a position for competition, managers/supervisors must give consideration to employees who may require an accommodation (Duty to Accommodate).

Human Resource Consultants are available to assist the hiring manager/supervisor throughout the recruitment and selection process and participate in interviews as required.

5 - Procedures

Short Term Vacancies/Developmental Opportunities

Vacancies no longer than 12 months may be filled at the discretion of the manager/supervisor. While it may not always be feasible to fill the vacancy internally, managers/supervisors are asked to give consideration to the following:

- **Expression of Interest (EOI)** – A posting or other call for Expressions of Interest may be targeted to a specific work group or business unit, or may be addressed to all HRM employees, depending upon the nature of the vacancy to be filled.
- **Developmental Opportunity** – Minimum requirements for the position may be

waived or amended at the discretion of the manager/supervisor.

- **Succession Planning** – In consultation with Human Resources, review corporate succession plan to determine if there are High Potential or Developing Talent
- employees who have expressed an interest in the opportunity or who may develop new skills by filling the vacancy.
- **Operational Requirements** – When considering an employee from another business unit, it is recommended the hiring manager/supervisor contact the employee's manager/supervisor to determine if there are operational requirements that may impact the employee being able to fill a short term vacancy.

Permanent or Long Term Vacancies

Vacancies longer than 12 months and permanent vacancies are generally filled by competition. Term vacancies created by the long term absence of an existing employee who is expected to return (LTD or secondment) may be deemed by the manager/supervisor to be a developmental opportunity (see above). Some exceptions may apply and must be approved by the Director of Human Resources. Note: Please refer to both the Appointments and Restructuring business practices for exceptions.

Competitions may be posted internally only or posted both internally and externally. Managers/supervisors are responsible for determining whether there is a qualified pool of internal applicants prior to making a decision to post internally/externally. The manager/supervisor has the discretion to determine how best to recruit for the vacancy.

HRM Retirees

Qualified HRM retirees may only be considered for job competitions if other qualified candidates are not available **and** the retiree possesses a unique skill set not otherwise available. In these circumstances, a form of re-employment may be offered including term or contract employment.

Hiring of Relatives/Nepotism

To eliminate an actual or perceived conflict of interest, employees may not participate, or in any way attempt to influence the hiring or placement of a member of their immediate family. Immediate family is defined as father, mother, step-parents, brother, half-brother, step-brother, sister, half-sister, step-sister, spouse, child of the employee, father-in-law, mother-in-law, daughter-in-law, son-in-law, step child, ward of the employee, grandparent or grandchild of the employee, and a relative permanently residing in the employee's house or with whom the employee permanently resides.

Immediate family members of HRM employees are eligible to compete for positions in HRM provided that:

- The hiring process is in accordance with HRM's hiring practices;
- HRM shall accept applications from, and consider a member of an employee's immediate family for employment if the candidate has all the requisite qualifications;
- An immediate family member shall not be considered for employment if by doing so, it might create a direct managerial/subordinate relationship with the family member.

- HRM employees do not directly or indirectly influence the selection and hiring process in which their relative is a candidate;
- Managers and supervisors exclude themselves from any hiring process when a member of their immediate family is a candidate.

6 - Related Policies and Practices

Appointments; Restructuring; Succession Planning; Manager's Toolkit; Employee Relationships

7 - Contact

HR Business Partners