

MUNICIPALITY OF SIOUX LOOKOUT  
ADMINISTRATIVE PROCEDURE NO. 3-18

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SUBJECT:           **PROCEDURES RESPECTING STAFFING**

SECTION:           Personnel

APPLIES TO:       All Employees

EFFECTIVE:         November 16, 2005

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18.1    **NEEDS REVIEW**

When an existing position is vacated, Departments should review the necessity and form of the position, prior to filling it. In the case of new positions, where a Department Head has ascertained a need for additional or substantially changed complement, he/she should forward a recommendation to the Chief Administrative Officer requesting authorization for same. New complement additions normally require Council approval and in these instances the Chief Administrative Officer prepares the formal report to Council. For substantially changed existing positions, the Chief Administrative Officer will determine whether a report to Council is necessary. Council and the Chief Administrative Officer will discuss and formulate the recruitment process for hiring a Department Head on a position specific basis as the need arises. In instances where there is no current job description for a position, the Human Resources Administrator will liase with the originating Department to determine if there are any skill/knowledge requirements, working conditions or specific responsibilities, which shall be used to develop the job description prior to the ad/posting. Each position will be evaluated to confirm/ascertain its appropriate placement on the non-union salary grid consistent with the evaluation procedures in place.

18.2    **RECRUITMENT REQUEST**

A written request to recruit (Form AP18-1) should be initiated by the Human Resources Administrator and forwarded to the Chief Administrative Officer for approval. Such request should include the title, reporting relationship, job description number (if known), outcome of the Needs Review exercise, and the name of the present incumbent in the job where it is an existing position.

18.3    **POSTING/ADVERTISING**

The Human Resources Administrator, in conjunction with the Chief Administrative Officer, will compose the ad and/or posting, and see to its internal distribution or placement in an appropriate newspaper.

18.4    **THE COMPETITION FILE**

The Human Resources Administrator will record all applications received in a Competition file. (Applications, which may be received by the Department directly, should be routed through to the Human Resources Administrator.)

Once the Competition has closed, the file will be forwarded to the appropriate Department Head/Supervisor for his/her review.

18.5    **THE INTERVIEW QUESTIONNAIRE**

To prepare for the interview process, the use of formal Interview Questionnaires are encouraged. These documents are position-specific and are comprised of weighted

questions and job-related criteria upon which to evaluate interviews. Interview Questionnaires are particularly important and valuable tools: they focus the interview, ensure an objective, defensible and measurable approach to evaluate interviewees, and generally facilitate better hiring decisions.

18.6 **SKILLS TESTING**

Skills Testing, is another technique that should be considered. During development of the Interview Questionnaire, it will be determined if any skills testing is necessary, and if so, weight will be accorded same on the questionnaire.

18.7 **THE INTERVIEW**

Interviews are best conducted by at least two (2) interviewers - ideally the immediate supervisor and the Human Resources Administrator. Interviews for staff (other than Department Heads) should not have any more than three interviewers, maximum, or the process may be somewhat intimidating for the interviewee.

18.8 **REFERENCE CHECKS**

Once the interview and any skills testing has been completed, Department Heads are requested to "narrow the field", as at this time you may be in a position to recommend a particular candidate. Once the candidates have been short-listed and you have a preferred candidate to whom you are prepared to make a job offer, it is now time to check references. The Interview Questionnaire provides space to record the names of references obtained from the interview. It is important to ensure permission of the interviewee is secured and to note same on the Questionnaire. Ideally, references should be the interviewee's immediate supervisor in their current and/or former employment. However, alternate references can include a peer or work colleague, or character reference (non-relative) in the case of an applicant without an employment history.

18.9 **OFFERS OF EMPLOYMENT**

Once a final determination has been made as to who the recommended candidate is, and with the approval of the Chief Administrative Officer as per Form AP18-1, the Human Resources Administrator will make the job offer.

The Human Resources Administrator will contact the successful candidate and discuss salary and benefits, start date, physical assessment requirements and answer any questions the candidate might have.

The Human Resources Administrator will confirm the offer of employment in writing, allowing a few days for the candidate to contemplate the offer before it expires. To finalize the offer, an Agreement to Employment letter must be signed by the candidate and returned to the Human Resources Administrator.

18.10 **CLOSING THE COMPETITION**

It is important not to disqualify any candidates until after an offer has been accepted, as you may be required to pursue your second choice, should the first choice not accept. Once an offer of employment has been accepted, the Human Resources Administrator will send acknowledgement letters to interviewees who were unsuccessful in their bid for the job.

**18.11 EMPLOYEE ORIENTATION**

New employees should attend an orientation and induction session on their first day of employment. At this time, all the necessary paperwork will be processed to allow the employee to receive a paycheque and participate in our benefits package. Department Heads and/or supervisors should ensure appropriate Departmental Orientation is completed for the new employee. It is the responsibility of Department Heads to ensure that new employees are suitably oriented to all departments. It is the responsibility of the Department Head to ensure the orientation of a new employee with respect to the Municipality of Sioux Lookout Safety Manual and to provide a copy of the relevant section which affects the employee to him/her.

**18.12 EXIT INTERVIEWS**

Employees who are leaving the Corporation will be provided with necessary paperwork or information related to benefits termination. In addition, an exit interview may be conducted by the Human Resources Administrator to solicit feedback from the employee about his/her employment with the Municipality. This data, once analysed, may provide valuable insight into our "turnover" rate and how people view the Municipality as an employer. Departments are requested to ensure that the Human Resources Administrator is notified of terminating employees so that arrangements are made for the appropriate exit interview form to be completed and returned to the Human Resources Administrator and if necessary make the exit interview appointment prior to their final day of work with the Municipality.

**MUNICIPALITY OF SIOUX LOOKOUT  
ACTION FORM**

Position

Department

Rate of Pay

Surname

Given Name(s)

Anniversary Date

Address

City

Postal Code

**CLASSIFICATION AND BENEFITS**

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Full Time Permanent	Part Time (24 to 37.5 hrs/week)	Part Time (less than 24 hrs/week)	Term	Casual	Summer Student
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OMERS	Manulife Benefits	Vacation Credits	Vacation Pay	Union Member	

**REASON FOR REQUEST**

- Replacement For: \_\_\_\_\_
- New Position: \_\_\_\_\_
- If Term Reason for Request: \_\_\_\_\_
- Length of Term Assignment: \_\_\_\_\_

**NEW GRID INFORMATION**

Department

Position

Rate of Pay

Effective Date

To be charged to G.L. Account#: \_\_\_\_\_

**ACTING PAY**

Acting Position

Acting Rate of Pay

Effective Dates

**EXPLANATION FOR REQUEST**

**AUTHORIZATIONS**

Request for Posting:

Recommended for Hire:

Human Resources Signature

Date

Human Resources Signature

Date

**APPROVAL FOR POSTING**

**APPROVAL FOR HIRE/PAYROLL ADJUSTMENT**

Chief Administrative Officer

Date

Chief Administrative Officer

Date