



Subject: Guidelines for the Recruitment and Selection of Senior Staff

Service Area: Human Resources

File in Section: Employment Practices

Effective Date: November 16, 1998

Revision Date: August, 2011

Approved by: City Council

Purpose:

Provide guidelines to be used in the recruitment of the Chief Administrative Officer and the Senior Staff positions identified in the Scope section.

Scope:

These guidelines apply to the Chief Administrative Officer and Senior Staff positions. Senior Staff positions consist of Department Heads (Commissioners, City Solicitor, City Clerk, Fire Chief), Assistant Department Heads and Division Heads.

Note: Division Heads are defined as the following: Manager of Ontario Works, Manager of Community Childcare, Manager of Housing Operations, Transit Manager, Manager Recreation & Culture, Manager Community Centres & Marine Facilities, Manager of Cemeteries, Manager Day Care Services, Manager of Parks, Planning Director, Tax Collector.

Assistant Department Heads are Assistant City Clerk, Assistant City Solicitor, Deputy Commissioner of Public Works, Assistant Fire Chief, Director of Engineering Services.

Procedures:

I Chief Administrative Officer (C.A.O.)

1. City Council shall authorize the filling of a C.A.O. vacancy in an open Council meeting.
2. Upon approval of the filling of the vacancy City Council shall appoint a Selection Committee consisting of the Mayor and two (2) Councillors.

Note: The Commissioner of Human Resources or his designate shall act as a resource to the Selection Committee as may be required throughout the recruitment and selection process.

3. The Selection Committee shall carry out the recruitment and selection process and keep City Council advised throughout the process.



The recruitment and selection process may consist of some or all of the following:

- A) Use of Consultants in the Recruitment Process
 - R. F. P.
 - Selection of the Consultant
 - Contract and costs

- B) Establish Criteria for the Positions
 - Review the job descriptions
 - Update as necessary
 - Establish qualifications and criteria for position

- C) Advertising of the Position
 - Internal posting only
 - Internal posting and external advertising
 - Local, Provincial or National advertising
 - Prepare posting/advertisement

- D) Receipt and Processing of Resumes
 - Resumes received by whom
 - Acknowledgment of receipt
 - Establish time frame for further contact

- E) Long Listing of Resumes
 - Establish criteria for "long list" of resumes
 - Establish a long list of applicants
 - Respond to all applicants regarding status of application

- F) The Interview Process
 - Determine the participants in the interview process.
 - Establish interview questions and interview process

- G) Recommend "Short List" of Candidates to City Council

- H) City Council interview of "Short List Candidates"
 - Determine the participants in the interview process
 - Establish the interview process and conduct interviews.



- I) Selection of successful candidate by City Council
 - Offer of Employment and Acceptance
 - Prepare Announcement
- J) Appointment by By-Law

The Selection Committee may amend this recruitment process as necessary with the approval of Council.

II Senior Staff

1. Council shall authorize the filling of a Senior Staff vacancy. City Council may approve filling such vacancy through appointment or through a selection process.

Note:

For Department Head positions, inclusive of the City Solicitor, City Clerk and Fire Chief, the approval to fill such vacancy shall be in an open City Council meeting.

2.
 - a) If filled by appointment, the appointment is confirmed through passage of a By-law and by confirming to the employee such appointment in writing.
 - b) If approved to be filled by a Selection Process, a selection committee will be formed consisting of:
 - A member of Council appointed by Council, in the case of filling a Department Head position.
 - Chief Administrative Officer or his designate
 - Commissioner of Human Resources or his designate
 - Respective Department Head in Division Head selections
 - Others as determined appropriate by the Chief Administrative Officer.
3. The Selection Committee shall carry out the recruitment and selection process which may consist of the following:
 - A) Use of Consultants in the Recruitment Process
 - R. F. P.
 - Selection of the Consultant
 - Contract and costs
 - B) Establish Criteria for the Positions
 - Review the job descriptions
 - Update as necessary
 - Establish qualifications and criteria for position



- C) Advertising of the Position
 - Internal posting only
 - Internal posting and external advertising
 - Local, Provincial or National advertising
 - Prepare posting/advertisement

- D) Receipt and Processing of Resumes
 - Resumes received by whom
 - Acknowledgment of receipt
 - Establish time frame for further contact

- E) Short Listing of Resumes
 - Establish criteria for "short list" of resumes
 - Establish a short list of applicants
 - Respond to all applicants regarding status of application

- F) The Interview Process
 - Determine the participants in the interview process
 - Establish interview questions and interview process

- G)
 - 1. Department Head - Recommendation to Council
 - a) CAO recommends successful candidate to Council
 - b) Offer of Employment and selection
 - c) Prepare Announcement

 - 2. Division Head - Advise Council
 - a) Advise Council of candidate selected
 - b) Prepare Announcement

- H) Approve appointment by By-law.

The Selection Committee may amend this recruitment process as necessary with the approval of Council.