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# STAFF SELECTION & ASSIGNMENT

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**Policy Type:** Human Resources

**Policy Number:** HR02

**Reviewed:** May 1, 2025

## 1.0 Overview

The *Municipal Act* requires every council and local board to adopt policies for hiring employees, including policies about hiring immediate relatives of board members and Library staff.

The Whitchurch-Stouffville Public Library Board seeks to hire the most qualified staff possible, based on individual merit and ability.

## 2.0 Categories of Employee

Employees of the Library are considered those persons who are on payroll and receive a paycheque issued under the authority of the Board. Several categories of employees are outlined as follows:

### Full Time Permanent

Persons who fill full-time permanent positions. The normal work week for permanent full-time employees is 35 (thirty-five) or 37.5 (thirty-seven and a half) hours.

### Permanent Part Time

Persons employed to work less than 35 (thirty-five) hours per week.

### Temporary or Seasonal

Persons employed on an ad hoc basis or for a specified period of time. Most Summer Students, Seasonal employees and Contract personnel fall into this group.

## Unionized Employees

The employer recognizes the Union and its Local 905.28 as the bargaining agent for all employees of the Whitchurch-Stouffville Public Library, save and except for the Administrative Assistant (CEO), Coordinators, and persons above the rank of Coordinator.

## 3.0 Recruitment and Selection

The CEO shall develop administrative procedures with respect to:

- unsolicited applications;
- walk-in interviews;
- competition processes; and
- records of employment

The Board includes the following additional guidelines with respect to recruitment and selection of employees.

To be eligible to work at the Library an applicant must have the following:

- A valid social insurance number;
- Canadian citizenship, landed immigrant status or valid work permit, and
- Qualifications outlined in the job posting.

A current police record report is required for an applicant offered a position involving work with vulnerable people using Library services, including seniors, children, youth, and users with disabilities. The presence of any criminal conviction indicating a behaviour that may put at risk the safety of Library users will disqualify an applicant.

At all stages of the recruitment process, as outlined in the Accessibility for Ontarians with Disabilities Act (AODA) legislation, the Library will make clear that accommodations are available, upon request, for applicants with disabilities.

The Board is committed to promoting a diverse and inclusive workplace and will consider alternative qualifications to achieve this. The Library is an equal opportunity employer and abides by all current legislation relating to individual rights. All qualified candidates will be considered for any position after internal competitions are complete, regardless of ethnic or racial origin, colour, religion, gender or any other visible identification including physical disability.

Treatment of information collected throughout the selection process shall conform to privacy legislation. It must be used for the purposes for which it was collected and kept for 3 years.

Individuals making inquiries regarding an unsuccessful application will be provided information on only their own assessment based on the established criteria.

## 4.0 Exceptions to the Competitive Process

Generally, competitions are used to staff vacancies. The CEO may waive the competitive process for a non-union position.

## 4.0 Staffing Administration

### 4.1 Job Description

A current job description shall be completed for each position which shall include:

- duties, tasks and responsibilities of the position;
- minimum competencies, experience and education required to do the work; and
- the reporting relationship to the supervisor.

Job descriptions shall be reviewed as required to ensure continued alignment with the mission and goals of the Library. Substantial changes to a job description shall prompt a review of the assigned grade level by the third-party consultant using the McDowall gender neutral job evaluation tool.

### 4.2 Hiring of Relatives

An immediate relative includes a spouse (including common-law), parent, grandparent, child, grandchild, sibling, aunt or uncle, niece or nephew, and includes step-relatives. Employment immediate relatives of employees and Board members is acceptable as long as there is no potential or real conflict of interest from a direct reporting or supervisory relationship.

A new non-union employee shall be subject to a probationary period of 12 (twelve) months. Unionized employee probation periods are outlined in the current Collective Agreement.

### 4.3 Probation

A probation period allows for supervisory assessment of the new employee. During the probationary period:

- training, coaching and feedback is provided;
- a performance review is completed;
- the probation period may be extended;
- the staff member may be terminated.

#### 4.4 Acting Positions

The CEO may appoint a staff member to assume the duties of another during an absence. If the appointment is for 3 (three) consecutive normal shifts, the salary will be adjusted if the acting position is at a higher level than the staff member's normal rate of pay.

### 5.0 CEO Succession Planning

The Board's CEO Succession Plan is included as Appendix A to this policy. The Succession Plan is intended to ensure the efficient, effective continuation of service to the public in the eventuality of the serious illness, resignation or retirement of the CEO.

The Board's HR Committee shall be responsible for the recruitment, transition and the orientation process.

## Appendix A – CEO Succession Plan

### Notification

Pursuant to the employment contract, the CEO will provide the Board with the specified written notice of intention to leave the Board's employment.

All Board members will be apprised as soon as is practicable. The notice will remain confidential until Library staff and major stakeholders have been notified. The Board will convene to determine how and when to notify:

- the Library staff;
- the municipal staff;
- councillors within the catchment area, and
- the public at large.

Such notifications shall be made at the earliest practicable time.

Questions concerning succession and transition shall be referred to the Board Chair or designate and only the Chair or designate shall act as spokesperson in matters concerning the process.

## **Administrative Preparation**

The CEO will prepare and maintain an Operations Manual, detailing CEO duties in sufficient detail that the staff can continue to maintain those duties, if necessary, with a minimum of disruption to the efficient operation of the Library.

The CEO will train appropriate staff to perform those functions and will indicate areas of responsibility in this regard within the Operations Manual..

The CEO will develop an orientation checklist to ensure that the appropriate knowledge, specific training on office equipment, keys and any other necessary materials will be effectively transferred to the new CEO.

The Board designates the Human Resources Committee to implement the CEO Succession Plan. The outgoing CEO and a staff member may be requested to participate in elements of the process.

## **Transition Period**

The Human Resources Committee shall be responsible for reviewing the Succession Plan and request Board approval to amend as necessary.

The Human Resources Committee will meet as necessary to review the status of the CEO's work activities and any current issues.

The Human Resources Committee will ensure that all administrative functions are performed within the appropriate time frame.

Appropriate staff and at least one member of the Human Resources Committee will meet with the CEO to review where files and major documents are stored. The Human Resources Committee will retain keys to all confidential file cabinets.

The CEO will ask each staff member to prepare and maintain a "To Do List" detailing major activities within the previous month, planned activities within the coming two months, and any major issues being handled. These lists will be used to coordinate work details during the transition and will be made available to the CEO's successor.

## **Board and Staff Coordination**

In the event the CEO leaves before a replacement is hired, the HR Committee will establish an interim staff structure detailing area of responsibility and chain of command. Staff will be

provided with names and phone numbers of at least two members of the HR Committee who can be contacted if needed. Those members will brief the entire Board on the nature of any emergency issues from staff. The Board may choose to appoint an acting CEO depending upon circumstances.

The HR Committee will conduct meetings as necessary with all staff to provide direction regarding any issues that they have been unable to resolve independently and to assure them of the Board's commitment to its staff and to the orderly operation of the Library.

Designated staff members will prepare coding slips and process accounts. The Board Chair or Vice-Chair will be responsible for signing all coding slips after appropriate scrutiny that would have been authorized by the CEO.

### **CEO Recruitment and Selection**

The HR Committee will review and update the CEO's job description if necessary. If substantive changes are made, the job description will be forwarded to the third-party consultant using the McDowall gender neutral job evaluation tool for grade level approval.

In consultation with the Mayor, Council, and senior Town staff, a budget will be prepared, and funds will be identified for the hiring process.

The CEO position may be posted internally as well as externally. Qualified current employees will be encouraged to apply for the position.

Should the staff member assisting the HR Committee decide to make application for the position after the process has begun, that person would be excused from assisting and a replacement staff member appointed.

The Board will consider options for the recruitment of a new CEO by engaging the services of an Executive Search firm. The Executive Search firm shall provide the HR Committee with a short list of potential candidates. The HR Committee shall interview all candidates on the short list provided. From this list, the Committee shall select finalists to be presented to the Board.

The Board as a whole will conduct in-camera interviews with the final candidates in accordance with fair hiring practices.

The HR Committee will exercise due diligence to ensure fair hiring practices throughout the hiring process and to eliminate any bias based on race, nationality, age, gender, current or previous disabilities, marital status, spouses, children and their care or credit records.

If the Board determines that two or more applicants score very closely, a third interview of those applicants may be arranged.

The Board Chair will be responsible for signing a formal job offer to the most suitable candidate. The successful candidate will be asked to sign a copy of the job offer and return it to the Board. The offer letter will include notification of the 12-month probationary period. If no suitable candidate is identified, the Board will re-evaluate its criteria and begin the process again.

Unsuccessful final candidates will be notified by the Board Chair of the Board's decision as soon as its offer of employment has been accepted in writing.

The Board Chair will send a letter to the municipal Chief Administrative Officer, mayor and all councillors, notifying them of the identity of the new CEO and providing them with some background information. Staff members will be notified personally, either by way of a meeting or individually with the Board Chair.

The HR Committee will open a HR File for the new CEO, including a résumé, the signed offer letter, job description, tax withholding forms and all necessary benefit forms.

All documentation (résumés, scoring matrices, and notes) pertaining to the hiring process will be maintained in a confidential file for a period of one year, after which, if no litigation has been launched, they will be destroyed by means of shredding.

### **CEO Orientation**

The HR Committee will implement the orientation checklist prepared by the outgoing CEO to ensure that the appropriate knowledge, specific training on office equipment, keys and any other necessary materials are provided to the new CEO. Areas of responsibility in this regard will be assigned to staff members as appropriate. A copy of this document will be stored in the CEO's HR file.

During the first six weeks of the new CEO's employment, the Board Chair or designate will meet as necessary with the CEO to discuss the transition process, hear any pending issues or needs, and establish a working relationship.