



INFORMATION REPORT

TO: Chair and Members of Audit, Finance & Administration Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: November 9, 2011	
SUBJECT/REPORT NO: Human Resources Employment Services Provided to Individual Departments (HUR11013) - (City Wide)	
SUBMITTED BY: Chris Murray, City Manager	PREPARED BY: Helen Hale Tomasik, ext. 4155 Diana Belaisis, ext. 4265
SIGNATURE:	

Council Direction:

At the March 9, 2011 meeting of Council, in reference to the auditor's report 2010-08 on Recruitment and Selection, staff were directed to come back to the Audit, Finance & Administration Committee with a report on the HR services that are provided to individual departments particularly with respect to advice on selection and promotion.

Information:

The Employment Services team provides guidance in the areas of workforce planning, attraction and selection of employees across the organization. The Employment Services team consists of a Manager, 6 Workforce Planning Specialists and 4.5 Recruitment Coordinators who are assigned client departments. Employment Services staff carry out the following functions:

- provide advice to management at all levels of the organization on recruitment approaches and selection strategies. Workforce Planning Specialists lead the preparation of the interview tools, arrange for specialized testing, address requests for employment related accommodation and at times participate on selection panels as requested by the operating departments. The Workforce Planning Specialist also arranges for and conducts debrief sessions for unsuccessful candidates and overall supports a fair and transparent process in accordance with city policies, procedures, legislative requirements and collective agreements. The Recruitment Coordinators ensure the accuracy of the position postings, offer letters, and other correspondence. The Recruitment Coordinators verify and process all paperwork related to employment changes; update City internal and external websites for job opportunities and provide customer service to internal and external applicants related to the recruitment cycle.

- conduct proactive and targeted recruitment drives for multi-incumbent and 'hard to fill' positions including Fire Recruitment, HSR Recruitment, Finance, Lodges, etc. Staff incorporate various recruitment methodologies for pre-screening, testing and interviewing which introduce efficiencies and eliminate employment barriers.
- ensure compliance with collective agreements and corporate policies at all stages of recruitment, selection and on-boarding process. While it is the hiring manager's decision as to who gets hired into a position, the Employment Services staff member provides guidance on process to ensure it is fair and transparent.
- coordinate the Summer Student Recruitment program which received approximately 4,500 applications in 2011 for 583 positions in Public Works, Community Services, and Corporate Services Departments.
- work collaboratively with departments in the strategic areas of workforce planning, talent replacement, and succession planning initiatives as time allows.
- provide assistance and support to departments that are undergoing major restructuring e.g. Recreation, Information Services related to strategy, implementation and compliance.
- collaborate with Return to Work Services to proactively place work accommodated employees in appropriate positions.
- collaborate with Labour Relations to proactively place laid off employees who exercise their bumping rights according to the collective agreement.
- lead development and review of all corporate policies related to recruitment, selection and promotion. In 2011, Employment Services has worked with the Policy and Planning Specialist to update, strengthen and/or create new corporate policies that govern the selection and promotion of employees at the City of Hamilton. The following policies and procedures have been drafted to date and are at various stages of approval:
 - Vacancy Management Protocol
 - Recruitment and Selection Policy
 - Request to Post and Fill a Position Policy
 - Temporary Deployment – Acting Appointments and Secondments
 - Anti Nepotism Policy
 - Eligibility for Rehire Policy
 - Succession Planning Policy
 - Use and Control of Temporary Employment Services

Appendix A to Report HUR11013 provides a summary of the overall recruitment activity by department for 2010.

2010 - CORPORATE WIDE	
Time to Hire* in calendar days on closed posting excluding periodic & mass recruits	64
Total # of Job Postings closed	428
Total # of Job Postings	577
Total Employee Activity	3,308

2010 - CITY MANAGER'S OFFICE	
Time to Hire in calendar days on closed posting excluding periodic & mass recruits	75
Total # of Job Postings closed	24
Total Employee Activity (including Councilor's area)	61

2010 - COMMUNITY SERVICES	
Time to Hire in calendar days on closed posting excluding periodic & mass recruits	58
Total # of Job Postings closed	136
Total Employee Activity	1,669

2010 - CORPORATE SERVICES	
Time to Hire in calendar days on closed posting excluding periodic & mass recruits	61
Total # of Job Postings closed	38
Total Employee Activity	120

2010 - HAMILTON EMERGENCY SERVICES	
Time to Hire in calendar days on closed posting excluding periodic & mass recruits	70
Total # of Job Postings closed	7
Total Employee Activity	125

2010 - PLANNING & ECONOMIC DEVELOPMENT	
Time to Hire in calendar days on closed posting excluding periodic & mass recruits	52
Total # of Job Postings closed	52
Total Employee Activity	171

2010 - PUBLIC HEALTH SERVICES	
Time to Hire in calendar days on closed posting excluding periodic & mass recruits	46
Total # of Job Postings closed	60
Total Employee Activity	146

2010 - PUBLIC WORKS	
Time to Hire in calendar days on closed posting excluding periodic & mass recruits	87
Total # of Job Postings closed	111
Total Employee Activity	1,379

* Time to Hire does not include any delays in the department prior to requisitions being submitted to Human Resources for action. When considering the provisions of the CUPE 5167 Collective Agreement all vacant positions should be filled within 51 calendar days wherever possible; for CUPE 1041, vacant positions should be filled within 74 calendar days.