



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER *Staff Report*

REPORT NO: CAO-2025-08

TO: Council

SUBMITTED BY: Greg Clark, Acting CAO

PREPARED BY: Lindsay Kelly, Manager of HR and H&S

REVIEWED BY: Greg Clark, Acting CAO

DATE: April 7, 2025

SUBJECT: Governance Policy HR-001 Hiring and Termination of Employees review

RECOMMENDATION:

THAT Report CAO-2025-08 Governance Policy HR-001 Hiring and Termination of Employees be received for information; and,
THAT Council direct staff to present an updated HR-001 Policy with best practice recommendations on recruitment for review and consideration at the June Committee of the Whole meeting

SUMMARY:

- A municipal scan was completed, eight policies were shared with staff.
- All comparator policies are internal only and do not include Council in the review process.
- Councils' role is to approve new positions and with regards to hiring/termination of the CAO.
- Staff will bring a revised policy back to the June Committee of the Whole.

BACKGROUND:

At the Council meeting held on February 24, 2025, the following was approved by Council;

Item 13.1 FS-2024-07 - Councillor K. Wilkinson Notice of Motion Regarding Governance Policy HR-001 Hiring and Termination of Employees

WHEREAS Governance Policy HR-002 Hiring and Termination of Employees was issued on November 18, 2019; and,

WHEREAS this policy applies to the hiring of all positions for the Corporation of the Township of Wilmot; and,

WHEREAS the Township of Wilmot is committed to ensuring fiscal responsibility, operational efficiency, and adaptability in its workforce; and,

WHEREAS turnover in staff positions presents an opportunity to evaluate organizational needs and align resources with current priorities; and, WHEREAS Council recognizes the importance of maintaining a lean and effective workforce while ensuring essential services are delivered to the residents of Wilmot.

NOW THEREFORE BE IT RESOLVED

THAT Council directs Staff to report back to the April Committee of the Whole with recommendations for amendments to the Governance Policy HR-002 Hiring and Termination of Employees which considers the following:

- A municipal scan of Hiring and Termination of Employees policies;
- Reviewing every staff position that becomes vacant due to turnover;
- Requiring Staff to present to Council a justification for the continuation, modification, or elimination of the position. This presentation must include:
 - A detailed analysis of the position's roles and responsibilities;
 - An assessment of how the vacancy impacts service delivery and departmental objectives;
 - Options for restructuring or redistributing duties within the department;
 - A recommendation for Council consideration to:
 - Endorse the continuation and filling of the position as is;
 - Approve a modified version of the position to better align with current needs;
 - Reject the justification and allow for the attrition of the position; and,

FINALLY THAT Council directs Staff to provide an annual report to Council summarizing the turnover of employees, including positions reviewed, decisions made, and any resulting changes to the organizational structure.

REPORT:

Staff have commenced the work to review and update this policy as directed by Council, however, 30 days is not sufficient time to undertake this additional work. This policy shows a review date of November 2024, based on this it was included within the Human Resources work plan for 2025, however, it was planned for later in the year. Based on Council direction it has been made a priority and a revised policy is expected to be brought to the June Committee of the Whole meeting for consideration.

The current policy is included as Attachment 1, it was approved in November 2019 by Council. The policy primarily addresses the internal processes related to recruiting, hiring and termination of employees. It includes language related to Council's role in approving new positions and the hiring of the CAO and Directors.

Municipal Scan

Human Resources staff conducted a municipal scan through the HR Golden Triangle networking group to review any comparable Termination and Recruitment related policies. Eight (8) municipalities responded and provided their policies for review and comparison by staff. The responding municipalities have requested that the policies not be shared publicly as they are all internal policies.

The data provided from these policies supports that the Townships policy reflects best practices. There is alignment in the following areas:

- Approval of new positions is solely by Council through the annual budget process.
- Recruitment and hiring of approved positions is the responsibility of the department manager and human resources.
- When a vacancy occurs, review of the position is undertaken to ensure continued alignment to corporate strategy and to ensure the job description reflects current responsibilities.
- The exception to this is the role of the CAO, which is a process undertaken entirely by Council.
- Reporting to Council on a regular basis of staffing related information such as turnover, average time to fill positions, specific challenges in finding candidates is included in some policies.

None of the policies reviewed included Council review of vacancies, the analysis of the vacant position is considered administrative and only significant changes in service delivery would be brought to Council for approval.

Next Steps

Staff will finalize development of a revised policy and provide it to Council at the June Committee of the Whole meeting. Staff will specifically address the directions included in the Notice of Motion and provide context on why it was or was not included in the proposed policy.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Trustworthy Leadership

FINANCIAL CONSIDERATIONS:

No financial impacts currently.

ATTACHMENTS:

Attachment 1 – HR-002 Policy on the Hiring and Termination of Township of Wilmot Employees