



Administrative Report

To: Warden MacDonald and Members of Essex County Council
From: Kyla Pritiko, J.D., Director, Human Resources
Date: Wednesday, September 17, 2025
Subject: Proposed Updates to Employment and Hiring Policy
Report #: 2025-0917-HR-R09-KP

Purpose

The purpose of this Report is to provide County Council with the necessary information to consider the recommended revisions to Policy Number 1991-001, Employment and Hiring Policy (the "**Policy**").

Background

This Policy was originally adopted by Council in 1992. In 2007, the Policy was updated as part of an overall review of Human Resources related policies and the following amendments were made, as referenced in Report [#2007-R02-HR-0321-GPS](#) (page 109):

- Addition of a section defining different types of hiring situations;
- Addition of the documentation of a process outlining levels of approval required by both Administration and Council;
- Inclusion of a physical demands testing and criminal reference checking where appropriate;
- Addition of a trial period for when existing employees bid into a new job; and
- Rewording for clarity.

Discussion

During budget deliberations in 2023 for the 2024 budget year, County Council requested that going forward, requests for staff positions be presented to County Council in advance of the budget deliberation process for approval in principle. That process has been implemented; however, this change necessitated revisions to the Policy to reflect this new process. The proposed revisions to the Policy include this amendment.

The proposed revisions to the Policy also include the incorporation of the following County policies into the Policy:

- 2004-003- Hiring and Employment of Family Members Policy
- 2006-002- Student Hiring Policy
- 1994-011- Probationary Periods for Non- Union Employees Policy

The following is a summary of additional substantive amendments to the Policy recommended by Administration that were identified as part of the review process:

- **Section 1.0-** Introduction- included reference to Strategic Plan.
- **Section 2.0-** Scope- included application to elected officials and bargaining unit positions, with reference to operative collective agreements.
- **Section 3.0-** Definitions- included definitions for Bona Fide Occupational Requirement, Child, County of Essex, Direct Reporting Relationship, Family, Guardian, Replacement Position, Spouse and Student.
- **Section 4.0-** Purpose Section added with reference to both equity in hiring and conflict of interests that may arise through the hiring or employment of family members.
- **Subsections 5.1.3 and 5.1.4-** incorporates the key provisions from the Hiring and Employment of Family Members Policy.
- **Subsection 5.1.4-** outlines a more detailed conflict review process, to be reviewed annually, and the addition of a Relationship Disclosure and Acknowledgement Form.
- **Subsection 5.1.4.3-** revised to have requests for exemptions go to CAO in consultation with the Department Head and Human Resources as opposed to the Government Services Committee for recommendation to County Council.
- **Subsection 5.1.5-** new language to allow for flexibility on timelines and processes with CAO approval, where there is a valid operational reason.
- **Subsection 5.2.1.2-** new language to align with current process that Director, Human Resources prepares and presents the Staffing Request Report to County Council.
- **Subsection 5.2.1.3-** new language provides that wherever possible, New Classifications and Additional Positions will be provided to County

Council in advance of the budget deliberation process for approval in principle.

- **Subsection 5.2.2.3**- new language added to align with current practice with backfill and replacement positions in EMS, due to high volume.
- **Subsection 5.2.3**- addition of necessary information to incorporate policy 2006-002- Student Hiring.
- **Subsection 5.2.4**- new language related to hiring Placement Positions.
- **Subsection 5.2.5**- revised to provide that the CAO and Director, Human Resources are responsible for developing the recruitment strategy and evaluating all department head positions while keeping County Council apprised, rather than County Council and the CAO developing the recruitment strategy and the Warden and Deputy Warden being involved in recruitment initiatives.
- **Subsection 5.3.1**- revised to include HR involvement in job postings at Sun Parlor Home ("**SPH**").
- **Subsection 5.3.2**- included physical ability testing, driver's abstract, and/or vaccination status as required for certain positions, which shall be included on the job posting.
- **Subsection 5.3.3**- revised to account for electronic submission of cover letters and resumes.
- **Subsection 5.3.7.1**- new language to allow for a department specific awarding process for seniority-driven unionized roles, in line with current practice and the collective agreement (example paramedic TFT and FT positions).
- **Subsection 5.3.8**- revised to remove reference to verbal offers of employment which is contrary to best practice and presents legal risk.
- **Subsection 5.3.10**- included new language stating that any employment terms outside of the norm must be approved in advance by the CAO (for example, a request for extended vacation time).
- **Subsection 5.4.2**- included recruiting firm, where applicable.
- **Subsection 5.4.3**- included vulnerable sector check and/or vaccination status for certain positions, to be included on the job posting.
- **Subsection 5.4.4**- included language to allow manager to review all candidates or only the short list at their discretion, and a requirement

that management provides comment on the reason for disqualification of any candidate.

- **Subsection 5.5.1**- inclusion of language consistent with 5.3.10 stating that any employment terms outside of the norm for external hires must be approved in advance (for example, relocation costs).
- **Deletion of Section 5.8** which states that probationary period for employees will be in accordance with Probation Period Policy, Non-Union Policy 94-011- recommended because probationary period specifics are now set out in the offer of employment.
- **Subsection 5.5.5**- deleted sentence stating that candidates are reimbursed for the cost of a Police Record Check as this is not the practice in EMS.
- **Deletion of subsection 5.9** related to the Change of Status form, which is no longer required with the new Human Resources Information System.
- **Subsection 5.6**- addition of CAO Position hiring process, including that the recruitment and selection process is at the discretion of County Council.
- **Section 6.0**- Responsibilities section added to align with new policy template.
- **Section 7.0**- Related Documents/Legislation section revised to include documents and legislation referenced in incorporated policies.
- **Section 8.0**- Summary of Amendments table added to align with new policy template.

The proposed revised Policy is attached as **Appendix "A"** and a redline version showing the changes is attached as **Appendix "B"**.

Financial Implications

The proposed revisions to the Employment and Hiring Policy are administrative in nature and are not expected to result in any financial impacts.

Consultations

Danielle Dunlop, Manager, Human Resources and Administration, EMS
Linda Greenwood, Human Resources Business Partner

Gary Filiatrault, Human Resources Business Partner
 Sandra Zwiers, Chief Administrative Officer

Strategic Plan Alignment

Working as Team Essex County	Growing as Leaders in Public Service Excellence	Building a Regional Powerhouse
<ul style="list-style-type: none"> <input type="checkbox"/> Scaling Sustainable Services through Innovation <input type="checkbox"/> Focusing "Team Essex County" for Results <input type="checkbox"/> Advocating for Essex County's Fair Share 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Being an Employer with Impact <input type="checkbox"/> A Government Working for the People <input checked="" type="checkbox"/> Promoting Transparency and Awareness 	<ul style="list-style-type: none"> <input type="checkbox"/> Providing Reliable Infrastructure for Partners <input type="checkbox"/> Supporting Dynamic and Thriving Communities Across the County <input type="checkbox"/> Harmonizing Action for Growth <input type="checkbox"/> Advancing Truth and Reconciliation

Recommendation

That Essex County Council receive report number 2025-0917-HR-R09-KP, Proposed Updates to Employment and Hiring Policy as information; and

That Essex County Council approve and adopt the revisions to the Employment and Hiring Policy appended to this Report; and

That Essex County Council authorize the Warden and the Clerk to execute the associated Bylaw at the appropriate time.

Approvals

Respectfully Submitted,

Kyla Pritiko

Kyla Pritiko, Director, Human Resources

Concurred With,

Sandra Zwiers

Sandra Zwiers, MAcc, CPA, CA, Chief Administrative Officer

Appendix	Title
A	Proposed Revised Policy
B	Proposed Revised Policy- redlined version