



Candidate Pool Policy

Policy Number:	HR-HC-003
Department:	Human Resources
Section:	Hiring at the City
Subject:	Candidate Pool
Effective Date:	September 1, 2019
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PURPOSE STATEMENT

The purpose of establishing candidate pools is to reduce the time and effort associated with both high turnover/frequently hired positions and difficult to fill positions. Candidate pools are a proactive strategy that reduces the number of recruits and maintains the effectiveness, validity, and reliability of the City's recruitment practices.

SCOPE

1. This policy applies to all potential and existing employees of the city.
2. Employees covered by a collective agreement are subject to the terms and conditions in their respective collective agreements.

DEFINITIONS

Candidate Pool – A list of individuals qualified for a specific position that have successfully passed a selection process (i.e., interview and practical test) and are ranked in order of their achieved score (with the exception of the administrative support candidate pool).

Assessment – A standardized series of problems or questions that assess an applicant's knowledge, skills, abilities, or other characteristics. Assessments vary according to their mode of administration (e.g., paper and pencil vs. Web-based) and their content (e.g., interpersonal skills, mathematical ability). Pre-qualifying assessments may be utilized prior to a candidate being granted an interview.

Short-term Vacancy – A job vacancy that is six (6) months or less in duration.



PROCEDURE

The purpose of this policy is to detail the steps and parameters surrounding the creation of and hiring within candidate pools.

Administrative Support Candidate Pool

1. An administrative support candidate pool may be created and recruited for in order to fill short-term vacancies in any administrative support capacity as operationally required. Candidates will take part in the recruitment and selection process to become part of the pool and will be subject to the Police Record Check and Reference Check policies. If they are selected to be part of the candidate pool, they may then be appointed into any short-term administrative vacancy that may arise thereafter.
2. Candidates in the administrative support candidate pool will not be ranked but may be considered for a position based on their experience and skills as they relate to the nature and responsibilities of the vacant position. The hiring manager or designate may wish to interview candidates from the pool before appointing them into the short-term vacancy.
3. Candidates from the administrative support candidate pool will be appointed in accordance with the Hiring at the City Policy. Candidates appointed from the administrative support candidate pool will not be extended beyond six (6) months in their temporary full-time administrative position unless they participate and are successful in a posted competition for that particular position.
4. Upon completion of a temporary short-term assignment, a performance appraisal will be completed by the individual's direct supervisor, which may be reviewed by other hiring managers who may be considering the candidate for another short-term administrative vacancy.
5. Candidates who have completed a temporary or casual contract with the City may request to be reinstated to the candidate pool following the completion of their contract. Candidates will be removed from the administrative support candidate pool if they obtain a permanent position within the City, if they are found to be unsuitable for work at the City, or upon personal request to be removed.
6. Employees who are retiring or nearing the end of their temporary contracts within the organization may express their interest in joining the administrative support candidate pool. To be eligible for consideration, employees are required to submit their resumes to HR.Recruitment@Barrie.ca with 'Administrative Support Candidate Pool' in the subject line. Prior to placement in the pool, an assessment will be administered to assess their suitability and skill set. Additionally, the City retains the right to conduct a reference check with the employee's current supervisor to verify their suitability for potential continued employment. The process for re-employment will adhere to the guidelines outlined in the Re-Employment Policy.
7. The eligibility list will be reviewed annually by the Talent Acquisition Team Lead and the executive administrative team to determine if it needs to be refreshed. The Talent Acquisition Team Lead will monitor the pool and notify the executive administrative team if the pool is near depletion.



Position Specific Candidate Pools

1. Position specific candidate pools will be created and recruited for based on the hiring needs and observed trends in regard to the following types of positions: difficult to fill, high turnover, and frequent hires. Candidate pools may be established by the Talent Acquisition Team or requested by the hiring manager when a need has been identified. They may be used to fill permanent, temporary, and/or casual positions.
2. To commence hiring, the hiring manager or designate, will complete a Request to Hire Form. Once the required approvals have been obtained, the Talent Acquisition Team will coordinate the advertising and posting of the candidate pool.
3. In partnership with the Talent Acquisition Team, the hiring manager or designate will identify a sufficient selection of qualified candidate pool participants. The Hiring at the City Policy will be followed in all aspects of the hiring process including, but not limited to conducting employment assessments. Candidates will also be subject to the Police Record Check and Reference Check Policies.
4. Once employment assessments have concluded in accordance with the Hiring at the City and Employment Assessment policies, a list of candidates will be determined and maintained in rank order based on the competition scores.
5. When a vacancy becomes available for a position identified above, the hiring manager will contact the Talent Acquisition Team Lead to confirm the next ranked candidate on the eligibility list. The Talent Acquisition Team Lead or designate will contact the candidate to verify interest and conduct references in accordance with the Reference Check Policy. Should they decline the offer, they may remain on the eligibility list for the remainder of the pool duration. In circumstances when the first candidate is not interested, the next ranked candidate will then be contacted. Once availability is confirmed, the hiring manager will complete a Request to Hire Form and Employee Activation Form for an external candidate, or an Employee Change Form for an internal candidate, and submit to Human Resources.
6. If a candidate is offered a temporary or casual position, they will remain on the eligibility list in the event that a permanent position becomes available. If a permanent position becomes available, the candidate will be given the opportunity to accept the permanent position if they are the highest ranking candidate on the eligibility list. Candidates who have completed a temporary or casual contract with the City may request to be reinstated to the candidate pool following the completion of their contract if the candidate pool is still valid. To ensure the candidate pool is maintained with available candidates, a candidate will be removed from the candidate pool once a permanent offer has been accepted, if they are found to be unsuitable for work at the City, or upon personal request to be removed.
7. The eligibility list of candidates will be maintained for a period of nine (9) months or until depleted. The Talent Acquisition Team Lead will monitor the pool and notify the hiring manager if one of these circumstances is eminent. The candidate pool may be advertised and refreshed following the nine (9) month duration or upon depletion, whichever comes first. Should the candidate wish to remain in the pool they may re-apply and compete in the next candidate pool.



RESPONSIBILITIES

Department Management

It is the responsibility of the hiring manager to:

- a. Understand and comply with the policy associated with Candidate Pools;
- b. In partnership with the Talent Acquisition Team, develop employment assessments that are relevant to the position when required;
- c. Keep all recruitment and employment assessment methods confidential;
- d. Score assessments;
- e. Maintain confidentiality

Human Resources

It is the responsibility of the Human Resources Department to:

- a. Provide guidance and advice for the policy associated with Candidate Pools;
- b. Coordinate posting and employment assessments as applicable for the candidate pool;
- c. Ensure that the staff who administer, score, and evaluate the employment assessment results are appropriately trained;
- d. Maintain accurate record keeping of candidate's employment assessment scores and rank within the candidate pool;
- e. Gather information to evaluate the effectiveness of the candidate pool;
- f. Maintain confidentiality

REFERENCES AND RELATED DOCUMENTS

- 1. Hiring at the City Policy
- 2. Re-Employment Policy
- 3. Employment Assessment Policy
- 4. Police Record Check Policy
- 5. Reference Check Policy
- 6. *Accessibility for Ontarians with Disabilities Act*
- 7. *Ontario Human Rights Code*