



Administration & Finance Division

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**To: Administration and Finance Executive Committee**

**From: Jordan Forbes, Human Resources Coordinator**

**Date: August 28, 2018**

**Subject: Policy Update: Student Employment**

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Attached, for your review, please find a copy of the proposed updates to our Student Employment Policy. The policy has been updated to remove items which were not in compliance with Pay Equity Legislation, and to respond to issues supervisors have had with student attendance, and performance.

I have attached the proposed update, and the previous policy to assist with your review.

Notable changes include:

- Those students working regularly for the Town at any time during the year apart from their vacation period will not be considered a student for the purposes of this policy. Going forward, anyone who fits this definition and is 18 years of age or older will be placed on our internal equity system.
- Updated policy statement outlining key principles of the policy.
- Updated eligibility and rehire requirements.
- Development of performance standards for student employees.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jordan Forbes", is enclosed in a rectangular box.

Jordan Forbes  
Human Resources Coordinator

# THE TOWN OF FORT FRANCES

## Section: Human Resources

### Policy: Student Employment

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|--------------------------------------|----------------|
| <b>Creation Date:</b>                | 2016           |
| <b>Revised Date:</b>                 | September 2018 |
| <b>Resolution Number:</b>            | 461            |
| <b>Supersedes Resolution Number:</b> | N/A            |
| <b>Policy Number:</b>                | 3.28           |

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Post-Secondary student employees are a key component of the workforce for The Corporation of the Town of Fort Frances ("the Town"). In employing students, the Town will ensure that the following conditions are in place:

1. A fair, transparent selection process, that complies with the Town of Fort Frances Personnel Selection Policy shall be used to select candidates for student employment.
2. The Town will provide a safe, fair, and inclusive workplace. The Town of Fort Frances, shall comply with the Employment Standards Act, Occupational Health and Safety Act, and all other relevant legislation in the employment of students. Supervisors are responsible to ensure that this occurs.
3. Those students working regularly for the Town at any time during the year apart from their vacation period shall not be considered a student for the purposes of this policy.
4. From time to time, funding in the form of a grant, or conditional contribution may be provided from another public, or private agency to offset the cost of employing students. In these instances, the candidate(s) for employment must be selected using the process identified by the funding agency, provided that the process complies with the Town of Fort Frances Personnel Selection Policy. If the selection process required by the funding agency does not comply with the Personnel Selection Policy, supervisors shall not proceed with hiring.
5. Students must meet the eligibility criteria defined in this policy in order to be eligible for a student position.
6. Students must meet the performance standards identified in this policy in order to be eligible for rehire in subsequent years.

7. Students will be provided with appropriate training, to ensure that they can perform their job competently, and safely. Supervisors are responsible to ensure that all students receive and complete any required training.
8. Students will treat their supervisors, co-workers and members of the public with respect. Supervisors will treat students with respect.
9. Students shall not be supervised by members of their immediate family. Alternate supervision shall be provided. If alternate supervision is not available, then students may be offered open positions in other departments, if qualified for the position.

## **2. Scope**

The Town employs students on a seasonal basis to complement the services we provide through various departments. This policy applies to all post-secondary student employees of the Town, including non-union positions, and positions represented by a bargaining unit, in all workplaces. Those students working regularly for the Town at any time during the year apart from their vacation period shall not be considered a student for the purposes of this policy.

## **3. Definitions**

For the purposes of this policy, the following definitions shall apply:

### Application:

An application is a written expression of interest in response to at least one vacant position. Unsolicited or standalone resumes and/or cover letters are not considered applications, unless supported by an appropriate application form, which shall be publicly available on the Town's Employment Opportunities website and at the Civic Centre during active recruitment.

### Job Performance:

Job performance refers to the work-related objectives expected of an employee and the degree to which those objectives were reasonably met.

### Student:

A 'student' refers to a full-time student, as defined by the Canada Revenue Agency in its publication *Students and Income Tax [P105]*, which is subject to change from time to time. Those students working regularly for the Town at any time during the year apart from their vacation period shall not be considered a student for the purposes of this policy.

### Regular Employee:

A regular employee is an employee of the Town who works in a full-time, part-time, or seasonal capacity. This applies to all levels of staff, including management.

#### Returning Student Employee:

A returning student employee is a student who has successfully completed at least one (1) summer contract with the Town and has accepted employment with the Town for a subsequent summer contract.

#### Eligibility for Rehire:

Provided conditions are met as defined herein, the eligibility of a student employee to be rehired to the position in which they successfully completed the prior year's summer contract.

#### Total Hours Worked:

Total hours worked shall include both regular hours worked and overtime hours worked.

#### Workplace Behaviour:

Workplace behaviour relates to the standards of conduct and deportment, which include workplace civility and individual contribution to a positive work environment. This applies to on-duty behaviour as well as off-duty behaviour as defined by the Social Media Conduct Policy (3.27).

### **4. Eligibility Criteria**

To be considered for student employment with the Town, an applicant must meet the following conditions ("the eligibility criteria"):

1. The applicant was registered as a full-time student for the two (2) semesters immediately preceding a given seasonal employment contract.
2. The applicant will be registered as a full-time student for the two (2) semesters immediately following a given summer employment contract.
3. The applicant must be legally eligible to work in Canada.
4. The applicant must complete a satisfactory Criminal Background Check, and if applicable to the position, a Vulnerable Sector Screening, and provide it to human resources prior to starting their employment.

The Town requires appropriate documentation from the post secondary institution or institutions that the student has attended and will be attending to demonstrate their eligibility. This documentation must be submitted with the application package, prior to the commencement of a summer contract, and also provided to the supervisor upon the successful completion of a summer contract.

Should a student employee fail to furnish reasonable evidence of having met the eligibility criteria, the Town reserves the right to deny any future employment reference requests on this basis. Please see the Post-Employment Reference Checks section of this policy for further information regarding this outcome. In addition, should a student fail to furnish this information

at the completion of their summer contract, they will not be eligible for rehire, until such time as the documentation has been provided.

## **5. Eligibility for Rehire**

Contingent on satisfying the performance standards identified in this policy, and at the discretion of the applicable supervisor(s), and Human Resources Manager, a returning student employee may be eligible to be rehired to their most recently completed summer position.

Provided that a student employee continues to meet the eligibility criteria, a returning post-secondary student employee may be employed by the Town for a cumulative maximum of five (5) summer contracts. Time employed with the Town prior to entering post-secondary education will not count towards this five (5) year period.

### **Eligibility requirement for Rehire:**

1. The student must receive a satisfactory or better performance appraisal from their supervisor upon completion of their summer contract.
2. The student must have completed all required Health and Safety training prior to the completion of their summer contract.
3. At the discretion of the supervisor, the student must have a satisfactory attendance record.
4. The student must provide proof of eligibility, as identified in this policy.
5. Human Resources will contact potential returning students to determine their interest and will identify a deadline for submission of rehire applications. The student must submit a proper application for the position, using the Town's student application form, to Human Resources.
6. Provided that all required documentation is in place, the student is eligible, and based upon availability of positions, a student may be extended an offer of rehire at the discretion of the supervisor(s), and the Human Resources Manager.
7. Upon receipt of the offer, students must accept, or refuse the offer within a time limit as identified at the time of the offer by the hiring supervisor, or Human Resources.

Returning students have the right to compete for other student positions with the Town. However, the right of rehire does not extend to other student positions with the Town.

Should a student accept an offer of rehire, and wish to compete for another position, they will retain the right of first refusal on the position they have accepted. It should be noted that the right of first refusal is not indefinite. Should the competition for the job a student has accepted rehire for close prior to the competition for another job a student is competing on, they must either accept the rehire offer, or rescind their acceptance of the rehire offer to compete for the other position.

Students may hold more than one job with the Town provided that the responsibilities of the new job don't conflict with the first job they accepted. Furthermore, accepting the additional position, and meeting the work requirements of the new position must comply with all applicable legislation, and conditions of any grants, or funding agencies.

Notwithstanding the provisions of the Ontario Human Rights Code, if a returning student employee voluntarily initiates a break in employment between two consecutive summer contracts for which they would ordinarily be entitled to the right of rehire, they would be considered ineligible for the right of rehire for the summer contract immediately following such a break in employment.

## **6. Post-Employment Reference Checks**

It is the obligation of each student employee to ensure that the Town has current records of their eligibility for student employment. Students who have failed to furnish such proof of eligibility may be denied any subsequent employment reference checks from their supervisor(s) on this basis.

In recognition of changing life circumstances, a student employee who does not return to school for both semesters immediately following their summer employment may still be entitled to a professional reference check from the Town, provided that their communications in this regard have been forthright, and that they have demonstrated honesty in communication regarding their academic plans, in context of their employment with the Town.

## **7. Limit on Hours Worked:**

The Town reserves the right to impose a limit on the maximum hours a student employee may work during a given summer contract. In addition, hours worked will comply with all applicable legislation. It is the responsibility of the supervisor to ensure compliance with legislation and maximum number of work hours.

## **8. Recruitment and Selection Procedure:**

The Town invites applications from all applicants who meet the eligibility criteria for student employment. Hiring shall be completed on the basis of the best eligible candidate for a given position.

Supervisors are obligated to disclose any personal, familial, and social relationships which may exist between themselves and a given candidate for student employment. Such disclosures shall be made to Human Resources.

Under no circumstance shall a supervisor or other selection committee member participate in any component of a selection process involving members of their immediate family, or close personal friends. Should the supervisor or member of the selection committee become aware of this circumstance, they shall immediately recuse themselves from the selection process, and inform Human Resources, with sufficient notice to allow an alternate supervisor to join the selection committee.

Human Resources will initiate and coordinate the student rehire process, which shall remain open for a duration of no less than two (2) weeks. Notices of rehire will be sent to students by email, or if identified, other preferred method of contact at least one (1) week prior to the commencement of the two (2) week rehire process.

The Town shall accept applications for student employment from all eligible student applicants during a predetermined period.

All valid applications will receive a response from Human Resources upon completion of the selection process.

All job external job postings shall be made available to the public on the Human Resources section of the Town's website.

The Town is not permitted to disclose information related to student employment applications to any individual outside of the Corporation of the Town of Fort Frances, other than the applicant, or legal guardian if the applicant is under 18 years of age.

Each division of the Town will conduct a separate competition for student jobs, and at the discretion of Division Managers, individual areas within a division may hold stand alone competitions. Upon the mutual consent of all Division Managers participating, and the Human Resources Manager, joint hiring processes may be utilized.

## **9. Performance Standards**

As employees of the Town of Fort Frances, all students are expected to maintain a professional attitude, maintain excellent attendance records, complete all required training as assigned, accept work assignments with a positive attitude, complete work assignments efficiently, and perform their job to the best of their ability.

### **The following performance standards apply for students:**

**Performance Appraisal:** Upon the completion of each summer contract, the student employee's supervisor must complete a performance evaluation for each student. The evaluation should identify areas of strength, and areas for improvement. A student must obtain a score of satisfactory or better to be considered for rehire.

**Attendance:** Summer contracts are for a short duration, and the Town requires additional human resources capacity during the summer. As such, it is expected that students make every effort to attend work and be available to work as required.

Should students require time off for reasons other than illness or personal emergency, sufficient notice is required in order to be able to provide the time away from work. If possible, students are asked to identify required days off from work prior to the start of their contract.

If a student is unable to attend work due to illness, or personal emergency, they must notify their supervisor as soon as possible. Taking time off work without permission, or a valid reason, is grounds for disciplinary action.

**Attitude:** Students must represent the Town in a professional manner, and maintain a respectful attitude with their supervisors, co-workers, and members of the public.

Students must complete all work assignments in a timely manner, at a level of quality that is acceptable to their supervisor. Students are expected to accept work assignments with a positive attitude and be open to constructive criticism from their supervisor(s).

**Safe Work:** Students must work safely at all times and wear the required personal protective equipment (PPE) assigned to them. Students must be properly trained in use of all equipment, tools, and required PPE. It is the responsibility of the supervisor to ensure that this training is completed. Student employees who fail to work safely or fail to wear proper PPE will be subject to disciplinary action. Students who have repeatedly violated safety standards will not be rehired.

**Training:** Supervisors, and Human Resources will assign training to each Student employee. Students must complete all training as identified by their supervisor, and human resources in a timely manner. Failure to comply, especially where the training is a legal requirement, may result in disciplinary action.

**Satisfactory Performance:** Students will be deemed to have satisfactory performance if they meet the performance expectations defined above, as well as any additional expectations defined by their supervisor(s). Achieving this standard is an expectation for all students, and no student shall be rehired unless they have met this standard.



# THE TOWN OF FORT FRANCES

## Section: Human Resources

### Policy: Student Employment

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|                                      |            |
|--------------------------------------|------------|
| <b>Creation Date:</b>                | April 2016 |
| <b>Revised Date:</b>                 | July 2017  |
| <b>Resolution Number:</b>            | 864        |
| <b>Supersedes Resolution Number:</b> | 461        |
| <b>Policy Number:</b>                | 3.28       |

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#### 1. Intent

To define student employment, and to set forth a fair and equitable procedure regarding the employment of student employees for the Corporation of the Town of Fort Frances ("The Town").

#### 2. Scope

The Town employs students on a seasonal basis to complement the services we provide through various departments. This policy applies to all post-secondary student employees of the Town, including both non-union positions, and positions represented by a bargaining unit.

#### 3. Definitions

For the purposes of this policy, the following definitions shall apply:

##### Application:

An application is a written expression of interest in response to at least one vacant position. Unsolicited or standalone resumes and/or cover letters are not considered applications, unless supported by an appropriate application form, which shall be publicly available on the Town's Employment Opportunities website and at the Civic Centre during active recruitment.

##### Job Performance:

Job performance refers to the work-related objectives expected of an employee and the degree to which those objectives were reasonably met.

##### Student:

A 'student' refers to a full-time student, as defined by the Canada Revenue Agency in its publication *Students and Income Tax [P105]*, which is subject to change from time to time.

Recent Graduate:

University and college graduates who have graduated with a post-secondary degree or diploma within the last three years from an accredited college or university.

Regular Employee:

A regular employee is an employee of the Town who works in a full-time, part-time, or seasonal capacity. This applies to all levels of staff, including management.

Returning Student Employee:

A returning student employee is a student who has successfully completed at least one (1) summer contract with the Town and has accepted employment with the Town for a subsequent summer contract.

Right of Rehire:

The right of a student employee to be rehired to the position in which they successfully completed the prior year's summer contract without the need to compete against other candidates for the position through a selection process.

Total Hours Worked:

Total hours worked shall include both regular hours worked and overtime hours worked.

Workplace Behaviour:

Workplace behaviour relates to the standards of conduct and deportment, which include workplace civility and individual contribution to a positive work environment. This applies to on-duty behaviour as well as off-duty behaviour as defined by the Social Media Conduct Policy (3.27) and the Workplace Harassment and Violence Policy (5.34).

#### **4. Eligibility Criteria**

To be considered for student employment with the Town, an applicant must meet two (2) conditions ("the eligibility criteria"):

1. The applicant was registered as a full-time student for the two (2) semesters immediately preceding a given seasonal employment contract.
2. The applicant will be registered as a full-time student for the two (2) semesters immediately following a given summer employment contract.

The Town requires documentation from its student employees to support the eligibility criteria, both prior to the commencement of a summer contract, and also upon the successful completion of a summer contract.

Should a student employee fail to furnish reasonable evidence of having met the eligibility criteria, The Town reserves the right to deny any future employment reference requests on this basis. Please see Section 6 of this policy for further information regarding this outcome.

Subject to employment legislation, the Town may employ recent graduates as certified student lifeguards to maintain a qualified pool of certified student lifeguards. Qualified students will be given first preference for these positions during the hiring process.

## **5. Right of Rehire**

At the discretion of the applicable supervisor(s), a returning student employee may be extended an offer of rehire to their most recently completed summer position. This determination shall be made on the basis of both job performance and workplace behaviour.

Provided that a student employee continues to meet the eligibility criteria, or is a recent graduate being rehired for the position of certified lifeguard, a student may be re-employed by the Town for a cumulative maximum of five (5) summer contracts.

Upon the extension of an offer of rehire, students will be provided a reasonable time frame to secure this option by responding to Human Resources with a written expression of interest. This shall be in the form of a rehire application form, which must be accompanied by proof of having met the eligibility criteria. All other supporting documentation, such as a resume and/or cover letter, are not required to accept an offer of rehire.

If a rehired student wishes to compete for a different student position with the Town, they shall have the right of first refusal on the position for which they were extended an offer of rehire. In such cases, a returning student would be at liberty to compete against the public for an entirely different student position, without consequence in regards to their offer of rehire.

Students are strongly encouraged to declare their intention to compete for other positions on the applicable section of the rehire application form. Failing to indicate this on a rehire application form will not preclude a rehired student from competing for other student positions, but it may limit their options to the extent that human resources planning is facilitated by the completion of this section of the application form.

Notwithstanding the provisions of the Ontario Human Rights Code, if a returning student employee voluntarily initiates a break in employment between two consecutive summer contracts for which they would ordinarily be entitled to the right of rehire, they would be considered ineligible for the right of rehire for the summer contract immediately following such a break in employment.

## **6. Post-Employment Reference Checks**

It is the obligation of each student employee to ensure that the Town has current records of their eligibility for student employment. Students who have failed to furnish such proof of eligibility may be denied any subsequent employment reference checks from their supervisor(s) on this basis.

In recognition of changing life circumstances, a student employee who does not return to school for both semesters immediately following their summer employment may still be entitled to a professional reference check from the Town, provided that their communications in this regard have been forthright, and that they have demonstrated honesty in communication regarding their academic plans, in context of their employment with the Town.

## **7. Limit on Hours Worked:**

The Town reserves the right to impose a limit on the maximum hours a student employee may work during a given summer contract.

## **8. Recruitment and Selection Procedure:**

The Town invites applications from all applicants who meet the educational criteria for student employment. Hiring shall be on the basis of the best eligible candidate for a given position, and preference may be extended to applicants who have demonstrated cogent residential ties to the community and its local tax base.

Supervisors are obligated to disclose any personal, familial, and social relationships which may exist between themselves and a given candidate for student employment. Such disclosures shall be made to Human Resources.

Human Resources will initiate and coordinate the student rehire process, which shall remain open for a duration of two (2) weeks and shall close no later than 4:30pm CST on the Friday of the week of Family Day.

Notices of rehire will be sent to students by email one (1) week prior to the commencement of the two (2) week rehire process, which shall be followed by a hardcopy letter of rehire to the last address listed on the prior year application forms of each student, unless an updated address has been provided to Human Resources.

The Town shall accept applications for student employment from all qualified student applicants during a predetermined period which shall not exceed the Friday subsequent to March 31st of each calendar year.

All valid applications will receive a response from Human Resources by April 15, indicating the status of their employment. During the student hiring process, Human Resources will not respond to individual enquires regarding the status of applications, nor the recruitment and selection process. All information pertaining to the competition for student positions shall be made available to the public on the Human Resources section of the Town's website.

The Town is not permitted to disclose the particulars of student employment applications to any individual other than the applicant, including any members of an applicant's family who are not in a position of legal guardianship over the applicant.

## **9. Nepotism**

The Personnel Selection Policy shall direct the procedures governing student employment in cases where a potential job candidate is closely related to a regular employee of the Town.