



COUNTY OF WELLINGTON

Committee Report

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Susan Farrelly, Director of Human Resources
Date: Tuesday, November 21, 2023
Subject: **Recruitment Update November 2023**

Background:

The statistics and activity surrounding recruitment at the County of Wellington was reported annually and included in the Human Resources (HR) Annual report. In September 2022, information on recruitment at the Terrace began to be reported more regularly through the Administration, Finance and Human Resources (AF&HR) Committee as focus on the Ontario health care human resources crisis to which Wellington Terrace had not been immune. Since that time, recruitment strategy efforts have been successful in continuing to attract talent to work in all divisions at Wellington Terrace and we are no longer utilizing the services of a third-party agency.

The 2023 County of Wellington Strategic Plan indicates that 'staffing is a challenge for many municipalities across Canada, with Corporations struggling to hold onto and recruit staff. Moreover, adaptive workforce dynamics have led to shifting employee demands related to workplace supports and circumstances, ensuring the County must remain agile in its recruitment and retention efforts.' Ongoing recruitment efforts are essential for all departments at the County; therefore, periodic updates on recruitment statistics and activities will be reported more regularly throughout the year to AF&HR Committee.

Changes to Recruitment Processes

In March 2023, the recruitment module of the new Human Resources Information System (HRIS) was implemented, and was made possible due to the Provincial Modernization Grant and County funding support. This has introduced efficiencies into the recruitment process, whereby candidates can create job alerts, add a profile in the system and electronically book interviews upon being short-listed. It has also allowed for the management of applications and interview booking to be streamlined, moving from a manual to an automated process, allowing for the repurposing of the HR Office Clerk position to a Recruitment Specialist position in order to assist with the volume of recruitment and participate in more strategic recruitment activities.

Job Fair Activities

The HR recruitment team participated in a number of career fairs this year as well. In May 2023, the Conestoga College career fair event targeting Personal Support Workers was attended by a HR team member alongside the Resident Care Manager. HR team members also attended alongside Engineering Services employees specifically in the promotion of Snow Plow Driver position opportunities at the County of Wellington. This included having a recruitment team member attend the Engineering Services-Roads Division booths at various County Fall Fairs, such as Drayton, Arthur, Aberfoyle and Fergus. The recruitment team also attended the Trade Tracks event in May 2023, which promoted various trade-related job opportunities and programmes, mostly aimed towards students. We accompanied the Roads Division to

help promote our summer student programme, as well as Snow Plow Driver and Truck and Coach Technician positions specifically.

In 2024, we hope to increase participation in promotional and career fair events targeting specific professions as well as events identified by the Economic Development division. Specifically, for HR to participate alongside Economic Development team members to introduce community members to initiatives and career options stemming from economic development opportunities. Targeting newcomers to Canada will also be a focus of career fair participation.

Recruitment and Onboarding Statistics for January 1 - October 1, 2023

The following charts outline the statistics year-to-date for recruitment activities. The number of applications received for postings year-to-date already exceed the applications received in previous years. In terms of number of postings and interviews conducted, we are on pace with previous years' totals.

Total Postings, Applications, Interviews

Year	Number of Formal Postings	Applications Received	Interviews Conducted
2023	377	4322	896
2022	483	3901	1091
2021	366	3068	1094
2020	228	2751	689
2019	258	3816	852

The following chart provides more detail in relation to the activity by Department.

Department	Posting Numbers	Applicants	Interviews
Library	22	477	74
Planning	7	145	45
Treasury	9	103	29
OCAO	8	241	36
Social Services	135	1127	330
Engineering Services	19	225	68
Museum	12	233	60
HR	4	208	9
Terrace	161	1563	245
TOTAL	377	4322	896

It is important to note that the highest amount of recruitment activity to date is in relation to Wellington Terrace, Social Services and Library Services. This is in direct relation to the number of Casual and Part-time employees needed in those respective Departments.

As of October 1, 2023, we received 105 declines for interviews so far this year, with the top reason being there was no response to a request for interview or the candidate had accepted another position. This is a steep increase from last year. Additionally, we have received a total of 28 job offer declines year-to-date with the top reasons provided by candidates indicating they have accepted another position or the decline is due to hours/scheduling. This number is on pace with last year's statistic, despite being transparent in the postings about the County's commitment to providing service on-site. We are looking at our job postings to see if there is opportunity to further clarify hours of work and scheduling for positions.

There were 149 employees that have been hired externally between Jan 1 - October 1, 2023. This accounts for approximately 40% of job postings. The Departmental breakdown is outlined below:

Department	External Hires
Library	15
Planning	10
Treasury	3
OCAO	8
Social Services	43
Engineering Services	12
Museum	3
HR	3
Terrace	52
TOTAL	149

HR Recruitment Team Overtime

The overtime worked by the HR recruitment team has been substantial as of October 1, 2023, representing approximately 250 overtime hours worked at a cost of approximately \$20,000. This amount of overtime is not ideal, from both a financial perspective and out of concern for the well-being and work-life balance of the team members. As a result, the request for an additional Full-time Equivalent Recruitment Specialist position is included in the 2024 budget. Along with sharing the workload of the recruitment portfolio, having an additional position will allow the HR team to have increased participation in the community and with targeted educational institutions for the recruitment fairs and promotion, without having to result in an overtime situation.

The commitment to these recruitment activities align with the 2023 County of Wellington Strategic Action Plan at this link [Wellington-County Strategic-Action-Plan-AODA-Updated.pdf](#) to ensure that recruitment and retention remains a top priority for the County.

Recommendation:

That the report titled Recruitment Update November 2023 be received for information.

Respectfully submitted,



Susan Farrelly
Director of Human Resources