

AUDITOR GENERAL

Halifax Regional Municipality



Follow-up Review – 2024: Management of Hiring Practices Audit

April 2026

April 8, 2026

This ***Follow-up Review – 2024 Audit: Management of Hiring Practices***, completed under section 50(2) of the Halifax Regional Municipality Charter, is hereby submitted to the Audit and Finance Standing Committee of Regional Council.

Respectfully,

Original signed by

Andrew Atherton, CPA, CA
Auditor General
Halifax Regional Municipality

**AUDITOR
GENERAL**



Halifax Regional Municipality

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Overall Follow-up Results

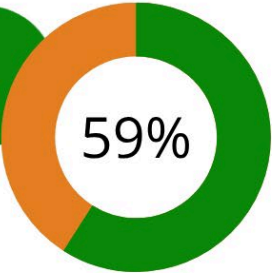
[INFOGRAPHIC IMAGE BELOW: This image depicts the overall results of this audit.

- Overall Recommendations Completed – 10 of 17 which is 59%.
- Management Has:
 - Updated hiring policies.
 - Guidance provided to hiring managers.
 - Promoted preferred positions.
 - Developed process to ensure hiring managers are trained.
- Management Needs to Improve:
 - Monitoring hiring activities for compliance.
 - Conducting quality checks on hiring files.
 - Retaining confidentiality & conflict of interest forms.]

Follow-up Review – 2024 Audit

Management of Hiring Practices

Overall Recommendations Completed – 10/17

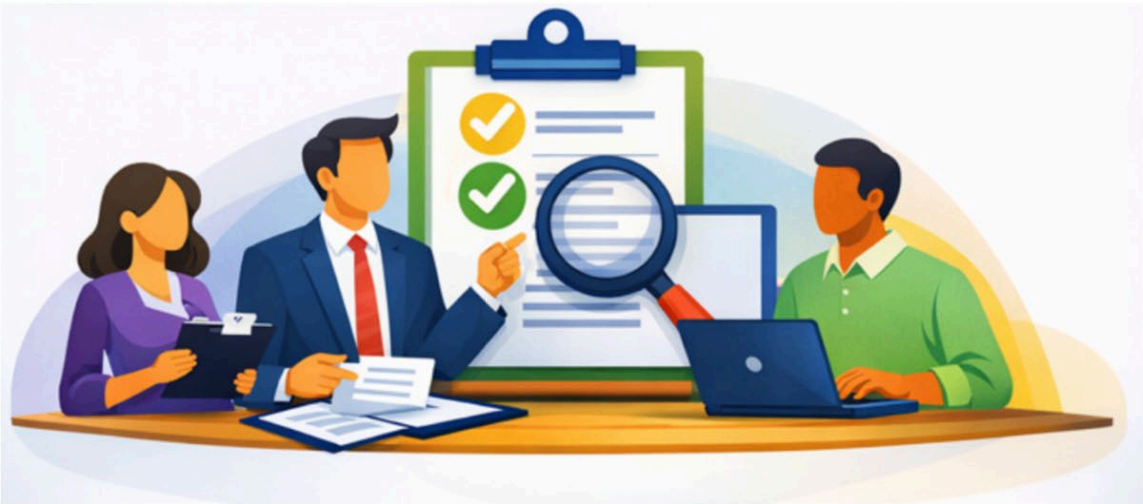


Management Has:

-  Updated hiring policies
-  Guidance provided to hiring managers
-  Promoted preferred positions
-  Developed process to ensure hiring managers are trained

Management Needs to Improve:

-  Monitoring hiring activities for compliance
-  Conducting quality checks on hiring files
-  Retaining confidentiality & conflict of interest forms



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Management of Hiring Practices – March 2024

Implementation Status by Recommendation

Recommendation	Business Unit	Status
1. HRM should review and update its hiring policies to address areas that are not consistent with fair and transparent hiring, including: <ul style="list-style-type: none"> Monitoring and reporting Internal competition vs external competition vs appointment 	Human Resources	✓
2. Human Resources should develop a procedure for using the appointments policy. It should clarify the documentation and rationale required to demonstrate how an appointment aligns with the policy, how individuals are assessed for a position, and how it aligns with employment equity goals.	Human Resources	✗
3. Human Resources should provide further guidance for hiring managers defining when internal-only competitions are acceptable. This should be applied consistently and require support for the decision to be appropriately documented in the hiring file.	Human Resources	✓
4. Human Resources should develop and implement a procedure to guide hiring managers in documenting screening and assessment criteria prior to assessing applicants, and in appropriately documenting screening rationale.	Human Resources	✓
5. Human Resources should develop and implement a procedure to define requirements and guide hiring managers in completing and documenting pre-employment checks, including credentials, licenses, and references.	Human Resources	✓

Recommendation	Business Unit	Status
6. Human Resources should develop a process to ensure preferred/ designated positions are promoted to appropriate communities and/ or groups.		✓
7. Human Resources should develop a process to ensure appropriate steps are taken to encourage diverse interview panels for preferred/ designated competitions.	Human Resources	✓
8. HRM should identify necessary workforce equity data and develop a plan to collect and maintain it, analyze and assess trends, and use this information to inform plans to address areas of under-representation in the organization.	Human Resources	✗
9. Human Resources should develop and implement a process to monitor hiring activities to ensure they are fair, consistent, and comply with relevant policies and procedures.	Human Resources	✗
10. Human Resources should monitor the appointment process to ensure it complies with the policy. This should include documenting an appropriate rationale for an appointment and including evidence the individual meets the minimum qualifications of the role. This information should be documented and retained in a hiring file.	Human Resources	✗
11. Human Resources should create and retain hiring files for all positions filled in HRM.	Human Resources	✓
12. Human Resources should create and retain hiring files for all positions filled in HRM.	Human Resources	✓
13. Human Resources should implement quality control checks on hiring files to ensure all necessary documents are included.	Human Resources	✗
14. Human Resources should implement a process to ensure hiring managers have adequate training on hiring policies and processes.	Human Resources	✓

Recommendation	Business Unit	Status
15. Human Resources should implement a process to regularly monitor access to hiring files and the online hiring system and limit it to only those who require it for their jobs.	Human Resources	✗
16. Human Resources should review the access roles in the online hiring system to determine if permissions are appropriate. If they are not appropriate, they should be updated.	Human Resources	✓
17. Human Resources should ensure all hiring managers and interview panelists complete the confidentiality and conflict of interest form. These should be retained in the hiring file.	Human Resources	✗

*Legend: ✓ = Completed ✗ = Incomplete

Background

The Office of the Auditor General, Halifax Regional Municipality, follows up audits previously reported by the office after 18 months. These follow-up reviews report the progress management had made implementing changes recommended by the Auditor General.

Objective and Scope

We completed a follow-up review of one report released in 2024.

- Management of Hiring Practices

Our objective was to provide review level, or limited assurance, on HRM management's implementation of recommendations from this report. A limited assurance engagement provides a lower level of assurance than an audit. Conclusions are based on reasonability of what management tells us, and limited testing, rather than detailed testing, as would be found in an audit. This allows us to focus limited resources on new audits, while still providing assurance that management is addressing the issues we identified in past audits.

Our approach included discussing implementation with staff; reviewing policies, guidelines and processes; and other procedures we considered necessary.

This limited assurance engagement was conducted in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3001 Direct Engagements published by the Chartered Professional Accountants of Canada.

We apply CPA Canada's Canadian Standard on Quality Management 1. Our staff comply with the independence and ethical requirements of the Chartered Professional Accountants of Nova Scotia Code of Conduct.

Contact Information

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