

Corporate Policy and Procedure



Policy No. 01-01-05
Page 1 of 6
Effective Date 2005 03 30
Supersedes 1995 05 24

TAB: HUMAN RESOURCES
SECTION: RECRUITMENT
SUBJECT: CANDIDATE SELECTION PROCESS

POLICY STATEMENT All applicants are given an equal opportunity for employment and will be treated in accordance with the provisions of the *Ontario Human Rights Code*, the *Ontarians with Disabilities Act*, and any other applicable legislation.

PURPOSE This policy outlines the procedures which must be taken to ensure equitable treatment of applicants when filling vacancies.

DEFINITIONS

Internal Candidate Internal candidates are applicants who are employees of the City of Mississauga, including the Mississauga Library system.

External Candidate External candidates are applicants who are not employees of the City of Mississauga.

ROLE OF HUMAN RESOURCES

The Human Resources representative assists departments in the evaluation and selection of candidates to fill a job vacancy. The Human Resources representative is responsible for ensuring accessibility to each qualified candidate with a disability during the hiring process, where said disability and/or the need for accommodation is disclosed, and for ensuring that the candidate selection process and staffing decisions comply with statutory and legislative requirements, collective agreements where applicable, and corporate policies and procedures.

PROCEDURES

The manager of the position to be filled, in consultation with the Human Resources representative, determines the required qualifications prior to the position being posted.

Corporate Policy and Procedure



Policy No.	01-01-05
Page	2 of 6
Effective Date	2005 03 30
Supersedes	1995 05 24

Applications are reviewed by both representatives to identify the candidates who meet the requirements of the job posting. Only qualified candidates will be considered for interviews.

Screening

If there are a large number of candidates that meet the requirements of a particular position, the hiring department may request that the Human Resources representative screen the qualified applicants and prepare a “short list” of candidates to be interviewed, or conduct first round interviews where appropriate. The criteria and procedures for selecting candidates for interviews will be documented in the competition file.

Interviews

A Human Resources representative should be involved in all interviews for permanent positions and wherever practical, for temporary positions. Interviews will be based on job-related factors, and will be conducted in a manner which is fair and consistent.

The Human Resources representative and the hiring department will establish evaluation criteria and interview questions related to the requirements of the available position in advance of the interviews.

One set of interview notes must be kept and filed in the competition file upon completion.

Testing

Where appropriate, applicants may be given job-specific tests and/or psychological tests. All tests must be pre-approved by the Human Resources representative and applied consistently to all applicants. The weighting for the selection test results, relative to other evaluation criteria, must be pre-determined.

Alternate formats will be made available to all qualified candidates who declare a disability and/or disclose the need for accommodation, provided that bona fide job requirements are not

Corporate Policy and Procedure



Policy No. 01-01-05
Page 3 of 6
Effective Date 2005 03 30
Supersedes 1995 05 24

compromised.

One set of test results must be kept and filed in the competition file upon completion.

Reference Checks

References must be checked before an offer of employment is made. See Corporate Policy and Procedure - Conducting Reference Checks.

Hiring Family Members

While employment of relatives is allowed, it must be done in accordance with the Employment of Relatives Policy. For information on hiring family members refer to Corporate Policy and Procedure – Human Resources – Recruitment – Employment of Relatives.

Final Selection

The City of Mississauga selects only the best personnel available for vacant positions. When a choice must be made between equally qualified candidates, preference will be given to permanent full-time employees to promote the development of employees within the Corporation.

The Human Resources representative and the hiring department will discuss the results of the selection process, reach an agreement on the successful candidate and confer on a starting salary. The Human Resources representative must document the reasons for the successful candidate's selection as per the pre-determined evaluation process in the competition file.

Offer of Employment

An offer of employment will be made and confirmed in writing by the Human Resources representative.

A general description of benefits, including confirmation of any specially-negotiated arrangements must be provided within the written offer of employment. Written acceptance of the position is required any time special arrangements have been negotiated,

Corporate Policy and Procedure



Policy No. 01-01-05
Page 4 of 6
Effective Date 2005 03 30
Supersedes 1995 05 24

to ensure mutual understanding of the conditions of employment.

The Human Resources representative contacts the department of a successful internal candidate to arrange a mutually agreeable time for transfer.

Medical Examinations

After a written offer of employment has been made, a medical examination or assessment may be required to confirm the candidate's ability to perform the essential duties of the job. Candidates who do not successfully complete the physical may be accommodated in accordance with the *Occupational Health and Safety Act*.

Unsuccessful Candidates

All internal candidates, and any external candidates who were interviewed, will be notified in writing of the results of the job competition by the Human Resources representative as soon as possible. If time does not permit written notification, candidates will be notified verbally and will receive subsequent written confirmation of the results.

USING CONSULTING SERVICES

The use of consulting services will generally be limited to the recruitment and selection of candidates for senior staff positions (i.e. grade J and above) and job vacancies where market conditions have severely restricted the number of available candidates.

Selection of Consultant

Consultants will be selected in accordance with the City's by-law governing purchasing. Where permitted by the by-law, consultants will be selected by the City Manager for commissioner positions and above, and the Director, Human Resources or designate for all other positions. Fees, payment of expenses, and required procedures will be set out in a written agreement authorized by the Director, Human Resources or designate.

Corporate Policy and Procedure



Policy No. 01-01-05
Page 5 of 6
Effective Date 2005 03 30
Supersedes 1995 05 24

The candidate selection process used by the consulting service must comply with statutory and legislative requirements, and procedures in this policy.

Recruitment Process

The consultant will follow established procedures for the preparation of internal job postings and media advertisements. When hiring a commissioner, the consultant will consult with stakeholders as appropriate and conduct a national search.

Advertisements and job postings must be approved by the Director, Human Resources or designate. Applications will be received and acknowledged in accordance with the terms of the contract.

Candidate Selection – Positions other than Commissioner

Where the consultant is responsible for receiving applications, the Director, Human Resources will be provided with a list of all internal applicants and a review of their qualifications. The short-list of recommended candidates will be determined by the consultant and presented to a selection committee.

Final candidates will be interviewed by a selection committee, which may include the Director, Human Resources and the City Manager. All final candidates will be notified of the outcome of their candidacy by the Director, Human Resources or designate.

Candidate Selection – Commissioner Positions

The consultant will present a long list of candidates to the City Manager and the Director, Human Resources. They will determine who will proceed to the first interview process.

The City Manager, together with the commissioners, the consultant and the Director, Human Resources will interview the candidates selected from the long list and determine a short list to be referred to a selection committee consisting of all members of Council, the City Manager, and the consultant.

Corporate Policy and Procedure



Policy No.	01-01-05
Page	6 of 6
Effective Date	2005 03 30
Supersedes	1995 05 24

The short list of candidates will be interviewed by the selection committee. The City Manager will recommend a candidate to the selection committee. The selection committee will consider the City Manager's recommendation and will make a final recommendation to Council.

Upon Council's approval, the City Manager will proceed with an offer of employment and will finalize the terms of employment directly with the successful candidate.

REFERENCE:

GC-0170-2005 – 2005 03 30
Resolution 0061-2005 – 2005 03 30
Amended per AAC-0070-2004
GC-0157-2011 – 2011-03-30 – Added reference to new
Employment of Relatives policy

LAST REVIEW DATE:

April, 2005

CONTACT:

For more information, contact your departmental Human Resources representative.