

**Policy Title: Employee Recruitment**

**Policy Number: 01-01-12**

Section:	<b>Human Resources</b>	Subsection:	<b>Recruitment</b>
Effective Date:	<b>June 29, 2018</b>	Last Review Date:	<b>March, 2018</b>
Approved by:	<b>Council</b>		
	Owner Division/Contact: <b>Human Resources</b>		

## Policy Statement

The City of Mississauga is committed to attracting a talented diverse workforce which broadly reflects the communities and citizens served and to selecting the best candidate for the position. The City of Mississauga supports and encourages employees to realize their career goals and reach their maximum potential.

## Purpose

This policy:

- Provides management and employees with an overview of the guiding principles and standard practices that govern recruitment at the City of Mississauga, and
- Outlines roles and responsibilities throughout the recruitment process to ensure all recruitment practices are consistently applied

## Scope

This policy applies to all Internal and External Applicants.

In the event that an Internal Applicant’s collective agreement conflicts with this policy, the terms and conditions of the collective agreement will apply.

This policy is supported by Human Resources’ Recruitment Guidelines (the “Guidelines”) that detail the step-by-step recruitment and selection process, divided into the following four phases:

1. Recruitment Planning:
  - Determine recruitment strategy by reviewing workforce planning needs and business alignment, and
  - Develop or create job posting, questionnaire, sourcing plan, identify essential duties
2. Requisition Approval:
  - Complete, approve and finalize requisition, and
  - Post job

### 3. Assess

- Screen applicants
- Assess candidates through tests and interview, and
- Conduct reference check on candidates to ensure right fit

### 4. Capture

- Select successful candidate(s)

## Legislative Requirements

This policy complies with the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA), the *Ontario Human Rights Code*, the *Ontario Pay Transparency Act, 2018* and the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA). For additional information on MFIPPA, refer to Corporate Policy and Procedure – Records Management – Freedom of Information and Protection of Privacy.

The City will comply with all requirements of Ontario Regulation 191/11 of the AODA, the Integrated Accessibility Standards Regulation (IASR), by:

- Taking into account the accessibility needs of all applicants with disabilities
- Removal of unnecessary barriers that restrict employment
- Notifying all applicants of the availability of accommodation throughout all steps of the recruitment process, and
- Providing individual accommodation plans (upon request or as initiated by management)

## Definitions

For the purposes of this policy:

“Critical Hire” means a candidate for a hard to fill position where there is difficulty attracting suitable candidates in the labour market with the specific skill or skills required for a critical role within the City of Mississauga, as determined by the Human Resources Recruiter and Hiring Manager.

“External Applicant” means an applicant who is not an employee of the City of Mississauga.

“Hiring Manager” means the business unit manager/supervisor who is responsible for filling a vacancy, including making the hiring decision.

“Human Resources Recruiter” (HR Recruiter) means the Human Resources staff member responsible for supporting the Hiring Manager in the recruitment process, including coaching the Hiring Manager with respect to legislative, collective agreement, policy and Guideline requirements. The Human Resources Business Partner Manager, Human Resources Consultant or Human Resources Associate may all act as the HR Recruiter.

“Internal Applicant” means:

- An applicant who is an employee of the City of Mississauga, including the Mississauga Library system
- An individual who is in a current placement as part of an Internship, or
- An individual is in a current placement through a staffing/ employment agency

“Internship” means a formal vocational, professional or educational work experience through an established program, paid or unpaid. Examples include co-op programs, field placements and agency placements such as Career Edge, high school co-ops or opportunities through adult learning centres.

“Passive Applicant” means a qualified applicant, with specific skills and experience, who is not actively looking for work but who may be interested in applying if a suitable job is available.

“Redeployment” means that an employee is transferred to another position at the same or lower grade when their position in the City of Mississauga no longer exists.

“Restricted Posting” means a job posting that is limited to a specific group of employees, based on the position’s required skills and experience and/or on specific operational needs.

“Temporary Transfer” means a transfer to:

- An Acting Appointment – a position when there is a need to fill the position in the absence of the incumbent (e.g. maternity leave, leave of absence) or to fill a vacant position on an interim basis. The employee is expected to carry out the core responsibilities of the position and will assume the position title.
- A Career Development Opportunity for skills development. Eligible employees have either been identified through the City of Mississauga’s Leadership Succession Planning process or have a documented, approved development plan. The employee will be expected to carry out the core responsibilities of the position and will assume the position title.
- A Secondment – a position that is created when there is a need to complete a special, temporary project, with set start and end dates, for which no specific position currently exists. The employee will be expected to carry out specific duties and responsibilities, or
- A position with a duration of six months or less that is not necessarily an Acting Assignment, Career Development Opportunity or Secondment

## **Administration**

This policy is administered by the Human Resources Division, Corporate Services Department. Revisions to the Guidelines that support this policy are approved by the Director, Human Resources.

## **Documentation and Records Retention**

The Human Resources Recruiter is responsible for ensuring that applicable documentation for all steps in the recruitment process is retained in accordance with the Records Retention By-Law 0097-2017. All staff involved in the recruitment process are responsible to ensure the confidentiality of all documentation.

## **Guiding Principles**

Human Resources has established guiding principles for recruitment that are outlined in the roles and responsibilities of Human Resources staff and Hiring Managers and described in the Guidelines. The guiding principles reflect the philosophy that Hiring Managers are accountable for the recruitment of staff that report to them, while HR Recruiters provide support, expertise and advice to the Hiring Manager throughout the recruitment process.

## **Accountability**

### **Departmental Directors**

Departmental directors are accountable for:

- Ensuring all applicable managers/supervisors are aware of this policy and of any subsequent revisions, and
- Ensuring compliance with this policy

### **Hiring Managers**

Hiring Managers are accountable for:

- Managing budgets associated with recruitment
- Identifying a vacancy within their business unit and initiating the recruitment process with the HR Recruiter
- Partnering with the HR Recruiter to consider the unit's current and future workforce needs and/or opportunities
- Partnering with HR Recruiter to develop sourcing plan
- Partnering with the HR Recruiter throughout the recruitment process, as detailed in the Guidelines, and
- Complying with all legislative requirements, collective agreements, this policy and the Guidelines

### **Human Resources Recruiters**

Human Resources Recruiters are accountable for:

- Providing workforce planning and recruitment strategy consultation and acting as an advisor
- Providing "just-in-time" recruitment training and access to support documents
- Supporting and auditing the recruitment process
- Developing a sourcing plan for External and Internal Applicants in partnership with the Hiring Manager and Talent Acquisition Consultant, as required
- Sourcing External and Internal Applicants

- Partnering with the Hiring Manager throughout the recruitment process, as detailed in the Guidelines
- Providing coaching, guidance and advice to Hiring Managers throughout the recruitment process as required, and
- Assisting Hiring Managers to ensure that the recruitment process is equitable and is in compliance with all legislative requirements, this policy, collective agreements and the Guidelines

## Recruitment Framework

The Guidelines that support this policy provide detailed direction to staff in all aspects of the recruitment process. The following is an overview of the four recruitment phases, from the initial position request to hiring of the candidate.

### 1. Recruitment Planning

A vacancy or recruitment need is identified by the Hiring Manager, who partners with the HR Recruiter to initiate the Recruitment Planning process, including:

- a) Identifying and confirming details of the vacancy
- b) Creating a requisition
- c) Identifying a plan to fill the job
- d) Developing a job description, job posting, job details and screening questionnaire
- e) Confirming the essential duties of the job
- f) Creating a recruitment plan, including sourcing plan

The elements that are considered within the recruitment phase include the following;

- An Essential Duties Worksheet, as outlined in the Guidelines, must be completed and/or reviewed for all positions
- Vacancies will be posted internally for a minimum of seven calendar days, excluding holidays, and externally for a minimum of three calendar days
- If a vacancy for the same job becomes available up to six months from the date of the original job posting, the vacancy does not need to be reposted. Candidates may be considered from the previous applications for the position. If the position has been filled without a posting this will be communicated to applicable staff, as determined by the Hiring Manager and the HR Recruiter
- The HR Recruiter and/or Hiring Manager may actively seek out Passive Applicants and invite them to apply for a vacancy. These applicants will be required to follow the normal recruitment process.
- An external search firm may be used to fill the vacancy, in accordance with the Purchasing By-Law, and will generally be limited to the recruitment and selection of applicants for senior staff positions and/or job vacancies where a Critical Hire may be required. An external search firm or temporary agency may also be used to temporarily fill a vacancy during recruitment.

- All solicited applications and resumes from Internal Applicants will be acknowledged
- External Applicants will be informed in the posting that only those applicants selected for an interview will be contacted
- The City of Mississauga does not accept unsolicited resumes, and
- Late applications may be accepted, in consultation with the Hiring Manager and the HR Recruiter

## 2) Requisition Approval

- Hiring Manager reviews and completes details of the position and approves the requisition for complement positions in SuccessFactors
- In the case of non-complement or non-budgeted positions, authorization in the form of a Position Authorization Form (PAF) #109 must be completed, approved up to the commissioner level and attached to the requisition in SuccessFactors, and
- A PAF is also required for new positions and position modifications, up to the commissioner level

Note: Approval through the budget process may represent “prior written authorization” for part-time and temporary positions related to programs budgeted by hours or total dollars; a PAF is not required.

- A vacancy may be filled on a permanent or temporary basis without a posting, considered in the order below, through:
  - Long Term Accommodation (for more information refer to Corporate Policy and Procedure – Human Resources - Short Term and Long Term Accommodation)
  - Redeployment
  - Critical Hire
  - An employee has been identified through the City of Mississauga’s Leadership Succession Planning process or has a documented, approved development plan
  - Temporary Transfer
- If the position has been filled without a posting this will be communicated to applicable staff, as determined by the Hiring Manager and the HR Recruiter, and
- All other vacancies are posted either through a restricted posting or an internal and/or external posting

Note: New positions created due to reorganization are not considered “vacancies” unless the reorganization results in a net increase in the total number of permanent full-time positions.

Note: A Temporary Transfer that is in excess of one year must be reviewed after completion of the original assignment and every six months thereafter to confirm it should continue as temporary or be considered for permanent status. At the end of the assignment, the employee may be placed in the position without posting, subject

to acceptable performance and director approval, or the employee will return to his or her regular position.

### 3. Assess

#### a) Screen Applicants

The Hiring Manager, in partnership with the HR Recruiter, conducts an initial screening of applications, based on preapproved screening criteria:

- Applications are reviewed to identify the candidates who meet the requirements of the job posting
- Applications are reviewed to ensure compliance with Corporate Policies and Procedures – Human Resources – Hiring Retired City of Mississauga Employees and Employment of Relatives, and
- A short list of qualified candidates to be interviewed is compiled

#### b) Interview and Test Candidates

The Hiring Manager, in consultation with the HR Recruiter, establishes evaluation criteria and interview questions related to the requirements of the vacancy in advance of the interviews/testing:

- The Hiring Manager conducts all interviews, which are based on job-related factors and conducted in a manner which is unbiased, fair and consistent for all candidates. The participation of the HR Recruiter in the interview and the selection of interview panel members will be determined by the HR Recruiter and Hiring Manager in advance of the interviews/testing as per the Guidelines, and
- Tests and behavioural assessments must be preapproved by the HR Recruiter and the weighting for the selection test results, relative to other evaluation criteria, must be predetermined. All reasonable efforts will be made to validate tests and behavioural assessments to ensure they are bias free

Note: The City does not cover any costs related to candidate assessments and interviews (e.g. parking, travel, gas).

#### c) Reference Check

References must be checked for all successful candidates to confirm suitability for employment:

- Either the HR Recruiter or the Hiring Manager, under the direction of the HR Recruiter, conducts the references (for large recruitment campaigns, such as Firefighters and Transit Operators, an external service provider may be utilized)
- A minimum of two favourable employment references are required except for temporary full time or part time entry level positions e.g. Parks Summer Student, Concessions Attendant, Summer Camp Counsellor, where one reference may be acceptable for candidates, as determined by the HR Recruiter, and

- At least one favourable employment reference must be from the applicant's current or previous supervisor, who can comment directly on the applicant's performance

Note: The Hiring Manager must ensure all documentation related to Step 3 is returned to the applicable HR Recruiter.

#### 4. Capture - Select Successful Candidate(s)

The successful candidate for the position is selected and a job offer is made in accordance with the following:

- The Hiring Manager selects the preferred candidate and provides their rationale for selection to the HR Recruiter. (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 City of Mississauga.)
- The HR Recruiter is responsible for making the job offer to the successful candidate
- A medical examination or assessment prior to the job offer may be required to confirm the candidate's ability to perform the essential duties of the job
- All necessary documentation must be received and acceptable to the City (e.g. Criminal Records Search, Driver's Abstract, Eligibility to Work in Canada, educational documents, etc.), and
- For Commissioner positions, a selection committee made up of members of Council and the City Manager will consider the City Manager's recommendation of the successful candidate and make the final recommendation to Council

Note: The City does not normally cover the relocation costs for successful candidates.

### Exceptions

Exceptions to the recruitment practices outlined in this policy may only be made with the approval of the Director, Human Resources.

### Revision History

Reference	Description
GC-0352-2014 – 2014 07 02	
May 05, 2016	Revision to Internal Applicants as approved by LT
March 19, 2018	Minor revisions to align with HR Diversity and Inclusion Strategy.
June 29, 2018	Revised to align with SuccessFactors.