

Policy Title: Employee Recruitment

Policy Number: 01-01-12

Section:	Human Resources	Subsection:	Recruitment
Effective Date:	June 29, 2018	Last Review Date:	October, 2020
Approved by:	Council		
	Owner Division/Contact: Human Resources		

Policy Statement

The City of Mississauga is committed to attracting a talented, diverse and inclusive 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 leaders and employees with an overview of the recruitment phases 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.

Unionized staff should refer to the terms and conditions of the applicable collective agreements. In the event that the applicable collective agreement conflicts with this policy, the terms and conditions of that collective agreement will apply.

This policy is supported by Recruitment Guidelines (the “[Guidelines]”) that provide an overview of the recruitment and selection process, including detailed job-aids.

Legislative Requirements

This policy complies with the following legislation:

- *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*
- *Ontario Human Rights Code*
- *Ontario Pay Transparency Act, 2018*, when proclaimed, 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” refers to a position in which the functions are critical to ensuring business and strategic continuity as determined by the Human Resources Recruiter and Hiring Manager; if left vacant the organization’s ability to conduct normal business would be significantly impacted.

“External Applicant” refers to an applicant who applies for a position that is posted externally and who is not an employee of the City of Mississauga.

“Hard to Fill Position” refers to a position where there is a difficulty attracting suitable candidates in the labour market with the required skills and competencies and where previous and/or active measures have not found suitable candidates.

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

“Human Resources Recruiter” (HR Recruiter) refers to 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 Recruitment Specialist, Human Resources Associate and Human Resources Business Partner Manager, may all act as the HR Recruiter.

“Internal Applicant” refers to an individual applying for a position who is:

- An employee of the City of Mississauga
- In a current placement as part of an Internship, or
- In a current placement through a staffing/employment agency

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

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

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

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

“Temporary Transfer” refers to an employee being temporarily transferred to another position:

- Acting Assignment – a temporary transfer to a position when there is a need to fill the position in the absence of the incumbent (or to fill a vacant position on an interim basis), and/or to support a formal development opportunity as part of an employee’s development plan. The employee is 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.

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.

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 the HR Recruiter to develop a 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 recruitment process, from the initial position request to hiring of the candidate.

1. Strategic 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. The standard practices that must be followed within the recruitment planning phase include the following:

- Permanent and Temporary vacancies with a duration of more than six months must be posted either through a restricted posting or an internal and/or external posting with the following exceptions:
 - Long Term Accommodation (for more information refer to Corporate Policy and Procedure – Human Resources – Short Term and Long Term Accommodation)
 - Redeployment

- Hard To Fill (as approved by the Human Resources Business Partner Manager)
- Critical Hire (as approved by the Human Resources Business Partner Manager)
- An employee has been identified through the City of Mississauga's Leader Succession Planning Program and is deemed to be high potential (HiPo)
- Temporary vacancies with a duration of six months or less may be filled through a Temporary Transfer, without a posting
- Job postings will be posted internally for a minimum of seven calendar days, excluding holidays, and externally (if required) for a minimum of three calendar days
- If the position has been filled without a posting this will be communicated to applicable employees, as determined by the Hiring Manager and the HR Recruiter
- 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
- New positions created due to reorganizations are not considered "vacancies" unless the reorganization results in a net increase in the total number of permanent full-time positions
- 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 that 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 their original position
- An Essential Duties Worksheet or Summary of Essential Duties must be completed, included in the Requisition and reviewed as outlined in the Guidelines
- 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 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
- 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

Requisition Approval

The standard practices that must be followed within the requisition approval include the following:

- In the case of filling a complement position, as defined in the PAF Guidelines, the Hiring Manager and HR Recruiter approve the requisition in the Recruitment module within SuccessFactors
- In the case of filling non-complement, non-complement operating, non-complement capital or budgeted contract (BC) positions, authorization in the form of a Position Authorization Form (PAF) #109 must be completed, approved up to the commissioner level as indicated in the PAF Guidelines, and attached to the requisition in the Recruitment module within SuccessFactors, and
- A PAF is also required for new positions and position modifications, approved up to the commissioner level

Note: Library and Recreation Temporary Budget (TB) positions do not require a PAF, as outlined in the PAF Guidelines.

2. Candidate Assessment

The standard practices that must be followed within the candidate assessment phase include the following:

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 the following Corporate Policies and Procedures: Hiring Retired City of Mississauga Employees and Employment of Relatives and
- A short list of qualified candidates to be interviewed is compiled

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, including the City's applicable competencies, 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, on an exception basis
- 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, and

- Evaluation documentation (i.e. evaluation matrix) is required for each candidate that was interviewed and/or participated in an assessment as part of the recruitment process

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

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 interviewing, evaluation, testing and referencing form part of the competition file within SuccessFactors.

3. Capturing 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 in order 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 Record Check, 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.

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.

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.
October 22, 2020	Scheduled review. Minor admin revisions, reformatting only.