
Policy Title: Employee Recruitment

Policy Number: 01-01-12

Section: Human Resources

Effective Date: April 17, 2025

Approved by:

Leadership Team

Subsection: Recruitment

Last Review Date: April, 2025

Owner Division/Contact:

Human Resources/Manager, Talent Acquisition

Policy Statement

The City of Mississauga is an equal opportunity employer committed to attracting a talented, diverse and inclusive workforce, which broadly reflects the communities and citizens served and to selecting candidates that best match the required skills, experience and behaviours.

Purpose

This policy:

- Provides an overview of the Recruitment process and standard practices that govern Recruitment at the City of Mississauga
- Outlines roles and responsibilities to ensure all Recruitment practices are consistently applied, and
- Outlines conditions of hire for new full-time hires/rehires

Scope

This policy applies to all Recruitments to fill vacant positions at the City.

The process to fill unionized positions is governed by the terms and conditions of the applicable collective agreement. In the event that the applicable collective agreement conflicts with this policy, the terms and conditions of that collective agreement will apply.

Legislative Requirements

This policy complies with the following legislation:

- The *Ontario Employment Standards Act, 2000* (ESA)
- *Accessibility for Ontarians with Disabilities Act, 2005* (AODA)
- *Ontario Human Rights Code*, and
- The *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA)

The City complies 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
- Removing 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, as required

Related Policies

Corporate Policy and Procedure – 01-04-02 – Salary Administration

Corporate Policy and Procedure – 01-02-02 - Vacation

Corporate Policy and Procedure – 01-02-03 – Paid Holidays

Corporate Policy and Procedure – 01-01-09 - Hiring Retired City of Mississauga Employees

Corporate Policy and Procedure – 01-01-10 – Hiring and Employment of Relatives

Corporate Policy and Procedure – 01-01-11 – Criminal Record Check

Corporate Policy and Procedure – 01-03-02 – Conflict of Interest

Corporate Policy and Procedures – 01-02-04 – Employment Status

Definitions

For the purposes of this policy:

“Acting Assignment” is when a permanent employee is temporarily transferred into a different 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 may support a formal development opportunity as part of an employee’s individual development plan.

“Critical Hire” refers to a position in which the functions are critical to ensuring business and strategic continuity; 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/or where previous and/or active recruiting efforts have not resulted in suitable candidates to fill a vacancy.

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

“Intake Meeting” is an in-person, virtual, telephone, email, etc., consultation between the Hiring Manager and the Recruitment Specialist to develop a plan for the Recruitment, including developing a sourcing plan, updating a job posting and establishing and supporting the

integration of equity, diversity and inclusion (EDI) principles throughout all stages of the Recruitment process.

“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

Note: “Internship” refers to a formal vocational, professional or educational work experience through an established program. 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 individual, with specific skills and experience, not actively looking for work but who may be interested in applying if a suitable job is available.

“Recruitment” refers to the process of filling a vacant position using a job Requisition in SAP/SuccessFactors. Positions filled without a job Requisition (for example using a Temporary Transfer to fill a vacancy due to facility closures, some reorganizations and mobility exercises) are specifically excluded.

“Recruitment Specialist” 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 Senior Lead, Talent Acquisition and the Manager, Talent Acquisition may both act as the Recruitment Specialist.

“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 limits who may apply for the associated position based on the required skills and experience or operational needs. All Restricted Postings must include a documented evaluation process. An ‘expression of interest’ process is an example of a Restricted Posting.

“Requisition” refers to the formal (electronic) Recruitment document used to open a position and start the hiring process.

“Secondment” is when a permanent employee is temporarily transferred for the purposes of the completion of a special project with established start and end dates, which can include an existing or a newly created position.

“Temporary Transfer” means an employee being temporarily transferred to another position as a result of a Recruitment. This includes a temporary employee being transferred to another

temporary position and a permanent employee being transferred to either an Acting Assignment or a Secondment.

Accountability

Directors

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 Recruitment Specialist
- Participating in an Intake Meeting
- Completing the job-required e-learning module “EDI Hiring Manager Certification” before commencing any Recruitment competition, and
- Complying with all legislative requirements, collective agreements, this policy and the associated guidelines

Recruitment Specialists

Recruitment Specialists are accountable for:

- Providing recruitment planning and Recruitment strategy consultation and acting as an advisor to Hiring Managers
- Providing just-in-time Recruitment training and job aids to Hiring Managers
- Organizing and participating in an Intake Meeting
- Supporting and auditing the Recruitment processes
- Sourcing External and Internal Applicants, as required
- 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, collective agreements, this policy and the associated guidelines

Manager, Talent Acquisition

The Manager, Talent Acquisition is accountable for:

- Designing and developing the overall Recruitment process
- Ensuring the Recruitment Specialists are aware of and trained on this policy, including the operationalization of the Recruitment Guidelines

- Ensuring the proper privacy and protections are in place and access to information collected is limited to appropriate employees, and
- Completing a first level review of any exceptions to this policy

Recruitment Framework

An overview of the Recruitment process is set out below. The guidelines that support this policy, available from the Recruitment Specialist, provide detailed direction.

1. Recruitment Planning

When a vacancy or Recruitment need is identified, the Hiring Manager partners with the Recruitment Specialist to initiate the Recruitment planning process through an Intake Meeting.

Completion of a Requisition

A Requisition, which is completed by the Recruitment Specialist and the Hiring Manager is required to initiate a Recruitment, and includes:

- Identification of the essential duties
- Attributes of the position
- Job Posting
- Screening questions, and
- Approval workflow

Budget Approval

When a non-complement or budgeted contract (BC) position is requested, authorization in the form of a Position Authorization Form # 109 (PAF), approved by the applicable department head, is necessary to demonstrate budget availability.

Notes:

- A PAF is also required for new positions and position modifications prior to the Recruitment Specialist initiating the Requisition and must be approved by the applicable department head
- Library and Recreation Temporary Budget (TB) positions do not require a PAF, as outlined in the PAF Guidelines

Job Postings

If applicable, the position will be posted by the Recruitment Specialist (refer to chart below for guidance).

No posting required	There is no requirement to post positions when the: <ul style="list-style-type: none">• Vacancy can be filled by an employee on the long-term accommodation list• Vacancy can be filled by a Redeployment• Vacancy will be filled by a Secondment
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	<ul style="list-style-type: none">• Position is identified as a Hard to Fill Position (as approved by the Manager, Talent Acquisition)• Position is identified as a Critical Hire (as approved by the Manager, Talent Acquisition)• Hiring Manager has identified an active Leadership Pathway Program (LPP) participant to fill the vacancy• The same position becomes vacant for a second (or subsequent) time six months or less after the date of the initial job offer (excluding permanent vacancies originally posted as temporary) and the Hiring Manager wishes to consider candidates from the previous competition• Vacancy is temporary, with an expected duration of six months or less and the intent is to fill the position with a Temporary Transfer<ul style="list-style-type: none">– A Temporary Transfer (where the position was not posted) may be extended for an additional 6 months with the approval of the Manager, Talent Acquisition if the extension is supported by operational needs and a Recruitment plan is in place– If a temporary assignment becomes a permanent vacancy, the position must be posted <p>Note: If a position has been filled without a posting this will be communicated to applicable employees, as identified by the Hiring Manager and the Recruitment Specialist.</p>
Posting required	<p>Permanent vacancies must be posted internally and externally. Any exceptions (including hiring an employee who was previously successful in a Temporary Assignment in a role) must be approved by Manager, Talent Acquisition.</p> <p>Temporary full-time and part-time vacancies with a duration of more than six months must be posted either internally and/or externally or by using a Restricted Posting.</p>
Posting Duration	<p>Internal and external job postings must be posted for a minimum of five business days.</p> <ul style="list-style-type: none">• A Hiring Manager may post a position for less than five business days if the position generally receives a high volume of applications, upon approval of the Recruitment Specialist

Notes:

- The Recruitment Specialist and/or Hiring Manager may actively seek out Passive Applicants and invite them to apply for a vacant position (note that Passive Applicants are required to follow the standard Recruitment process)
- An external search firm may be used to fill a vacancy, in accordance with the Purchasing By-Law (note that the use of search firms is generally limited to the Recruitment and selection of applicants for senior positions (i.e. director and above) and/or Critical Hires; a temporary agency may be used to temporarily fill a vacancy)
- Late applications may be accepted, in consultation with the Hiring Manager and the Recruitment Specialist
- Unsolicited applications will not be acknowledged, and
- Communications with External Applicants will be limited to acknowledging applications received in response to an active posting

2. Candidate Assessment

Screening Applications

An initial screening of applications, based on preapproved screening criteria, is completed by:

- The Hiring Manager, or
- The Hiring Manager in partnership with the Recruitment Specialist, or
- The Recruitment Specialist

Applications are reviewed to:

- Ensure applicants are eligible to apply for the position (see eligibility limitations, below)
- Identify candidates who meet the required skills, experience and behaviours as outlined in the job posting, and
- Ensure compliance with the following Corporate Policies and Procedures: Hiring Retired City of Mississauga Employees, Employment of Relatives and Employment Status

A short list of qualified candidates to be assessed is then compiled.

Eligibility Limitation – New Hires and Re-Hires – Full-time Positions

All External Applicants hired in a full-time job/position by the City, regardless of status, must remain in the job/position in which they are originally hired for at least 6 months (or the duration of the contract if the contract is for a period of less than 6 months) before they are eligible to apply to another role/position within the City.

Interviewing and Testing Candidates

- The Hiring Manager, in consultation with the Recruitment Specialist, establishes evaluation criteria in the form of interview questions, tests, or other applicable assessments, which must be based on the required skills, experience and behaviours, including the City's applicable core and leadership competencies, in advance of the interviews/testing/assessment

- Applying the principles outlined in the EDI Hiring Manager Certification, Hiring Managers are expected to create an atmosphere where candidates are able to bring their best selves to the interview
 - Hiring Managers may provide interview questions (in full or in part) to candidates in advance of the interview
 - Hiring Managers must conduct all interviews, in a manner which is unbiased, fair and consistent for all candidates
 - Hiring Managers are encouraged to ensure that interview panels are diverse and that a minimum of one interview panelist has completed the EDI Hiring Manager Certification
- The Recruitment Specialist may support scheduling interviews upon the request of the Hiring Manager
- The Recruitment Specialist may participate in the interview and the selection of interview panel members upon the request of the Hiring Manager, on an exception basis
- Tests and behavioural assessments must be preapproved by the Recruitment Specialist
 - All reasonable efforts will be made to validate tests and behavioural assessments to ensure they are bias free
- Evaluation documentation (i.e. an evaluation matrix) is required for each candidate that was interviewed and/or who participated in an assessment as part of the Recruitment process

Checking References

- Prior to a job offer, references must be checked for all successful candidates to confirm suitability for employment
- Either the Recruitment Specialist, the Hiring Manager or an external service provider conducts reference checks
- A minimum of two favourable employment references are required for all hires except for temporary full time or part-time entry-level positions (e.g. Parks Ops II, Concessions Attendant, Summer Camp Counsellors, Co-op positions), where one reference may be acceptable for candidates, as determined by the Recruitment Specialist, and
 - For Internal Applicants, one reference must be from their current supervisor, who can comment directly on the candidate's performance
 - For External Applicants, one reference must be from their current or previous supervisor, who can comment directly on the candidate's performance
 - For External Applicants who are current or former City volunteers, the associated reference must be from the person who is/was most responsible for their volunteer work and is best positioned to comment on their performance (this person is not necessarily the formal supervisor)

3. Hiring 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 successful candidate and provides their rationale to the Recruitment Specialist for discussion
- In the event an Internal Applicant is hired, the Hiring Manager and the current manager must work together to decide on a reasonable start date to allow time for employee transition (i.e. 2 – 4 weeks)
- In the event an Internal Applicant is considered for an extension of an Acting Assignment or Secondment beyond two (2) years, the Hiring Manager and the manager of their permanent position must discuss and agree on the extension. If an agreement cannot be reached, the impacted directors must be consulted.
- The Recruitment Specialist is responsible for making the job offer to the successful candidate and for ensuring all necessary documentation, as indicated in the offer letter, is obtained and validated prior to the start date (e.g. Criminal Record Check, Driver's Abstract, Eligibility to work in Canada, educational documents)
- Unsuccessful candidates are advised in writing or verbally by the Hiring Manager or the Recruitment Specialist
- 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

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

Documentation and Records Retention

The Hiring Manager must ensure all documentation related to interviews, evaluations, tests and reference checks form part of the Requisition within SuccessFactors.

The Recruitment Specialist 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 Manager, Talent Acquisition, with final approval by 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.
May 01, 2022	Revised to include requirement for COVID-19 vaccination for new hires/volunteers.
December 23, 2022	Revised to remove requirement for COVID-19 vaccination for new hires/volunteers.
June 19, 2023	Housekeeping revision to align policy with Corporate reorganization.
July 26, 2024	Scheduled review. Housekeeping revision to improve definitions, clarify requirements with respect to job postings and reference checks and to align content on hiring with current processes.
LT – 2025 04 17	Substantial revision to add content on eligibility limitations.