

DIVERSITY AND INCLUSION TASK FORCE – JANUARY 21, 2021**COMMUNICATIONS****Distributed January 20, 2021**

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Policy No:	HR – 021
Department:	HUMAN RESOURCES
Subject:	RECRUITMENT POLICY

PURPOSE: The purpose of this policy is to set out guidelines and best practices for the recruitment and selection of qualified individuals by the Corporation of the City of Vaughan (“the Corporation”). This policy ensures that the candidate selection process is consistent throughout the organization and satisfies legal requirements and conditions set out by the Corporation’s collective agreements and applicable legislation. Secondly, this policy supports the People Plan.

POLICY STATEMENT: The Corporation is committed to a fair and transparent recruiting process that supports hiring the best candidate for all positions. The Corporation ensures all candidates have an equal opportunity. There is no toleration of personal bias or discrimination of candidates in the recruitment process. The Corporation strives to represent the diversity of the community by underscoring the importance of external recruitment to diverse applicant pools.

APPLICATION: This policy applies to the recruitment of all employees including union, non-union permanent, temporary/seasonal, part time and remunerated student hiring for which there is a job posting or expression of interest.

GUIDING PRINCIPLES: The Corporation is required to abide by all Province of Ontario legislation relating to fair and equitable hiring processes. The Corporation is committed to conducting its hiring processes in a fair, open and transparent manner without bias and without discrimination as stipulated in the *Ontario Human Rights Code* and through *Bona Fide Occupational Requirements* (BFOR). The *Accessibility for Ontarians with Disabilities Act* (AODA) shall be reflected in the hiring process by developing, implementing and enforcing accessibility standards for all candidates, including removing any barriers that may inhibit a qualified candidate applying to a position with the Corporation. In doing so, the City strives through this policy to attract the best possible talent for the position.

DEFINITIONS:

Internal Candidate: Applicants who are current permanent employees of the City of Vaughan. This includes employees who have successfully completed their probationary period with the City, and who belong to the bargaining unit as indicated on the job posting, where applicable.

Council Approval:	2016/04/19	Amended:	yyyy/mm/da
Report No/Item:	FAA 5/7	Report No/Item:	xx/xx
Cross Reference:	Deleted Policy No. HR-015		

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External Candidate:

Applicants who are not employees of the City of Vaughan. This includes candidates who have not successfully completed a probationary period with the City, and/or who do not belong to the bargaining unit as indicated on the job posting, where applicable.

RESPONSIBILITIES OF THE EMPLOYER:
Hiring Department Managers/Supervisors must:

- Ensure consistent application and compliance with procedures and related policies and legislation;
- Initiate the hiring process by submitting employment requisition notice to the Office of the Chief Human Resources Officer;
- Work collaboratively with the Office of the Chief Human Resources Officer to develop and administer recruitment criteria and candidate assessments;
- Provide feedback to the Office of the Chief Human Resources Officer throughout the recruitment process;
- Ensure that they are responsibly carrying out the hiring process and are accountable for adherence to the policy, collective agreement and legal requirements of employment and hiring decisions; and
- Disclose if they have a conflict of interest related to the Code of Conduct and/or Hiring and Nepotism policy.

Office of the Chief Human Resources Officer must:

- Ensure consistent application and compliance with procedures and related policies and legislation;
- Develop hiring procedures, establish the hiring process and monitor that all hiring activity complies with the policy, collective agreement and legal requirements;
- Review hiring department's employment requisition notice, ensuring all information is complete;
- Work collaboratively with the hiring department to develop and administer recruitment criteria and candidate assessments; and
- Establish and maintain employment recruitment files.

Candidates must:

- Ensure they apply to a position within the timeframe specified on the job advertisement;

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- Satisfy all employment conditions and provide proof of qualifications required in the posting; and
- If relevant and applicable, consult with the Office of the Chief Human Resources Officer to disclose and request accommodation due to a disability.

Amending the Policy

Any changes to the Recruitment Policy may be recommended at the direction of either the City Manager or the Chief Human Resources Officer, subject to the subsequent approval of Council where required.

The City Manager may consider appointments from time to time as required and when it is in the best interest of the Corporation and its operations.

REFERENCES AND RELATED POLICIES:

Office of the Chief Human Resources Officer Recruitment Guidelines Office
of the Chief Human Resources Officer Recruitment Templates Hiring and
Nepotism Policy 05.5.17

Ontario Human Rights Code, 1990
Accessibility for Ontarians with Disabilities Act,
2005 Occupational Health and Safety Act, 1990
Municipal Act
Volunteer Policy

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Cross Reference:	Deleted Policy No. HR-015		

**Communication : C2
Diversity and Inclusion Task Force
January 21, 2021
Item # 1**



Recruitment and Selection Guidelines

This guideline should be reviewed in conjunction with the City of Vaughan's Recruitment Policy. Any questions about the application of the Policy or these Guidelines can be directed to the Office of the Chief Human Resources Officer.

PURPOSE STATEMENT:

The purpose of this document is to set out guidelines and practices for the recruitment and selection of employees by the Corporation of the City of Vaughan (“the Corporation”). It includes measures to satisfy legal requirements and conditions as set out by the Corporation’s collective agreements and provincial legislation.

It is the responsibility of the Corporation’s Office of the Chief Human Resources Officer, in conjunction with the hiring department, to ensure the sound implementation of these guidelines and the Recruitment policy. The Corporation is committed to ensuring that it recruits and employs highly skilled individuals and that its workforce reflects the diversity of the community.

LEGAL APPLICATIONS:

The legal guidelines for hiring are clearly defined in the Province of Ontario. Understanding and adhering to these guidelines can assist anyone involved in the hiring process on behalf of the Corporation of the City of Vaughan (“the Corporation”) to reliably identify the best candidate for the position.

Ontario Human Rights Code: The Office of the Chief Human Resources Officer will ensure that the hiring process is conducted in a fair and open and transparent manner without bias. The code prohibits discrimination by employers on the basis of the following prohibited grounds: age, citizenship, creed or religion, ethnic or national origin, marital / family status, place of origin, sex / pregnancy, ancestry, colour, disability, record of offences (pardoned Federal or Provincial), same sex partnership status, race, sexual orientation, gender identity, gender expression and receipt of public assistance. Full consideration for employment will be given based on the applicant’s skills, abilities, education, experience, qualifications, designations, certifications and licences. Seniority may also be used as part of the selection criteria for unionized positions at certain levels as outlined in the appropriate collective agreement. The Corporation is obliged to reasonably accommodate someone identified by a prohibited ground to the point of undue hardship.

Bona Fide Occupational Requirement (BFOR): BFOR is the basis for using a prohibited ground of discrimination in a hiring decision. A BFOR must be based on objective criteria related to the duties of the job and imposed in good faith. A BFOR may be requested for jobs where reasonable accommodation will prove impractical.

If a complaint is received regarding hiring practices, the Ontario Human Rights Commission can require the employer to demonstrate measurable reasons as to why one candidate was chosen over the other. These guidelines underscore the importance of factual record keeping during the recruitment process.

Occupational Health and Safety Act: The Corporation's hiring practices must not contravene the provisions of the Occupational Health and Safety Act. Reasonable accommodation under the Ontario Human Rights Code cannot place the health and safety of other employees at risk. Issues such as cost and compliance with collective agreement provisions are secondary.

Collective Agreements: The Corporation and its unionized employee groups have signed collective agreements which are binding legal documents outlining the terms and conditions of work and employment. Department management represent the Corporation and are bound by these procedures as defined by union agreements.

Corporate Policies and Procedures: Guidelines should be used in accordance with corporate policies and procedures including but not limited to recruitment policies, nepotism policy, code of conduct, etc.

PROCESS*:

1. Requisition to Fill Vacancy

- 1.1 The hiring department ensures that they have the appropriate complement, budget, and a current job description for the position it needs to fill. If it does not, the hiring department will work with Human Resources to prepare the appropriate documentation for review by the Job Evaluation Committee, as appropriate, and consistent with the Corporation's job evaluation processes.
- 1.2 The hiring department initiates the hiring process by submitting an electronic requisition, identifying the employment vacancy to be filled.
- 1.3 The Office of the Chief Human Resources Officer ("Human Resources") receives employment requisitions and verifies that the required approvals have been received prior to proceeding with the hiring process.

2. Recruitment

- 2.1 Recruitment advertisements will be drafted by Human Resources in coordination with the hiring department.
- 2.2 All advertisements will be consistent in form and style.
- 2.3 Advertisements should include at a minimum the following: job summary, position title, qualifications and the date resumes must be received by the Corporation.
- 2.4 Human Resources will consider posting external job advertisements to ensure the promotion of a diverse workforce is reflected in the hiring process.
- 2.5 Both internal and external advertisements must be posted for a minimum of 1 week.
- 2.6 Candidates must submit their resume / application as stated on the job posting.
- 2.7 The City may elect to use external recruitment agencies as required. Recruitment agencies are subject to this policy and any related procedures.
- 2.8 Resumes / applications must be received by the closing date indicated on the posting in order to be considered as part of the recruitment process. Late

resumes / applications may be considered after all on-time applications have been considered.

- 2.9 All permanent vacancies intended to be filled will be posted internally. Temporary vacancies that are more than (6) months in duration will be posted externally.

3. Submitting an Application

- 3.1 Where there is a job posting, all applicants must apply directly as per the job posting/advertisement.
- 3.2 In the case of no job posting or unsolicited resumes, applicants will be instructed to submit their interest directly to Human Resources.
- 3.3 Human Resources will not receive resumes from sources other than the applicant or designated recruiter.

4. Screening and Selection Criteria

- 4.1 Selection criteria must be identified for a position before candidate assessment occurs e.g. testing, interviews, resume screening. Selection criteria will be based on the job information identified in the job posting and job description.
- 4.2 The hiring department and Human Resources will review resumes collaboratively to create a short list of candidates for interviews
- 4.3 Employees involved in the recruitment and selection process for a particular position are required to notify their immediate Manager / Director and Human Resources in a timely manner of any real or apparent conflict of interest that may arise if a family member, friend, and/or business contact applies for the position. In some cases, the employee with the apparent conflict will be removed from the recruitment process, and someone else will be brought in as a substitute.
- 4.4 Employees responsible for the recruitment and selection process are required to notify their supervisor / manager and/or Human Resources in a timely manner if they receive any undue pressure to interview and/or select a particular candidate.
- 4.5 The following criteria must be considered in selecting candidates for an interview and in developing interview questions:
 - 4.5(a) **Skills:** reflect an individual's competence of a specific physical or intellectual task and core competencies as defined by the hiring department.
 - 4.5(b) **Abilities:** the application of knowledge or skills to the performance of any related task.
 - 4.5(c) **Education:** formal and informal, including equivalencies.
 - 4.5(d) **Experience:** minimum required to perform the job. Should be expressed in a specific timeframe.
 - 4.5(e) **Qualifications, Designations, Certifications and licences:** mandatory overall requirements, including certifications and professional designations.

4.5(f) **Seniority**: may also be used as part of the selection criteria for unionized positions at certain levels as outlined in the appropriate collective agreement.

- 4.6 Human Resources is responsible for scheduling interviews with short listed candidates.

5. Interview Questions and Testing Procedures

- 5.1 Interview questions and testing measures will be developed collaboratively between the hiring department and Human Resources.
- 5.2 Human Resources reviews all assessment tools to ensure that they provide a fair assessment of all candidates using the same set of standards. Human Resources will work with the hiring department to ensure the assessment tools are fair, equitable, objective and based on bona fide occupational requirements and free from any cultural, racial, gender or discriminatory biases.
- 5.3 Past interviews and assessments may be re-used at the discretion of the hiring department and Human Resources who must ensure that past questions are relevant to the job description advertised. Due diligence must be taken to ensure that the Corporation does not create an unfair advantage or disadvantage to certain candidates throughout the hiring process.
- 5.4 Facilitation and marking of test(s) conducted as part of the interview process are conducted by the Human Resources in collaboration with the hiring department. Hiring department employee(s) who design candidate assessment material will provide Human Resources with an answer key prior to the date of candidate assessment. Values will be assigned to all assessment criteria to ensure that the marking of tests and the selection of a candidate is consistent, impartial and clear to the individual who is marking the assessments.
- 5.5 Candidates will be advised of the general nature of the test and be given reasonable advance notice that they will be tested.
- 5.6 The Corporation will strive to have a representative from both the hiring department and Human Resources to be present when interviewing candidates. A Human Resources representative is not required when interviewing candidates for positions below the level of supervisor provided the hiring department has received the prerequisite training provided by Human Resources, and is accompanied by another member of management in the interviews.
- 5.7 Testing content, scoring procedures and interview questions will not be disclosed to any candidate, or anyone outside of the process, in advance of their use.

6. Rehire Procedures

- 6.1 The Corporation will post seasonal, temporary and student positions as required by the Corporation.
- 6.2 Candidates that wish to be re-hired to a seasonal or summer student position must re-apply every season that they wish to work for the Corporation.
- 6.3 Previous hires are not guaranteed to be re-hired, as the number of positions available season after season varies, and we may receive more applications than there are available positions.

- 6.4 Employee evaluations and a review of the employee file will be used in conjunction with job selection criteria by Human Resources and the hiring department in the decision whether to rehire an individual.
- 6.5 Former employees who have been terminated for just cause are not eligible to be rehired by the Corporation.

7. Employment Reference Checks For New Hires

- 7.1 Satisfactory employment references must be obtained prior to extending an offer of employment to a candidate.
- 7.2 Prior to conducting reference checks, the Corporation will obtain signed permission from the applicants to contact their references and verify the information in their application.
- 7.3 Employment references should be provided from candidates' supervisors and/or managers who can comment directly on the applicant's performance. Every effort will be made to obtain a minimum of 3 reference checks where possible.
- 7.4 The Corporation requires a minimum of two reference checks for summer student, Co-op and Seasonal positions.
- 7.5 Personal references may be accepted for summer student and co-op student positions with limited work experience.
- 7.6 Human Resources will retain all documentation collected at the time of reference checks and include such documentation in the recruitment file.

8. Criminal Records Checks (may also include Vulnerable Sector Screening)

- 8.1 The *Ontario Human Rights Code* permits an employer to consider suitability for employment on the basis of unpardoned criminal convictions. This means the City may refuse employment to a candidate who has been convicted of a criminal record offence.
- 8.2 Criminal reference checks will only be conducted if it has been established as a BFOR by the hiring department in conjunction with Human Resources. This requirement will be included within the job description and job posting.
- 8.3 Criminal reference checks may be conducted before an offer of employment is made.
- 8.4 Criminal reference checks will only be completed after an initial review of a candidate's suitability and if he/she has tentatively been selected for employment or a volunteer opportunity.
- 8.5 An unsatisfactory criminal reference check may render a candidate ineligible for employment. Human Resources will review the results with the hiring department to establish the implications for the employment application.
- 8.6 Reference checks must be re-submitted as required by the Corporation.

9. Offers

- 9.1 In collaboration with Human Resources, the hiring department is responsible for the selection of the candidate and must provide justification/rationale of its selection.
- 9.2 For all non-union/management salary offers at or above step 3 on the Management Non-union Salary Schedule, the hiring department will send its rationale for the proposed salary to the department's immediate Supervisor / Manager and Director with a copy to the Chief Human Resources Officer/Manager of Human Resources for consideration.
- 9.3 All final offers of employment are made in writing and prepared by Human Resources. Human Resources is to ensure that an offer letter and supporting documentation is forwarded to the successful candidate and employment documentation is signed by both the hiring department and the candidate.
- 9.4 Human Resources ensures all relevant qualifications of the successful candidate are confirmed by receiving copies.
- 9.5 All unsuccessful interviewed and or tested candidates will be advised of the outcome of their application.

10. Documentation

- 10.1 Recruitment files will be established every time a hiring process is undertaken.
- 10.2 The Corporation is responsible for retaining all documentation relevant to the recruitment process.
- 10.3 Relevant documentation includes any email communications between the Corporation and the individual interviewed, notes taken by all parties present during the interview, resumes, rationale for hiring decision, letters of offer, testing scores and materials and any other documentation that Human Resources deems relevant to the recruitment file.

* It should be noted that for the Recreation Services Department, Human Resources may not be directly involved in the recruitment and selection process for part time non-union/seasonal staff. However, the Recruitment Policy and Guidelines still apply, and the overall process and approach has been vetted with Human Resources.

City of Vaughan Recruitment Process

Presentation to: Diversity and Inclusion Taskforce

January 21, 2021

Office of the Chief Human Resources Officer





Purpose

- Review the City's Recruitment Policy and Procedures through a diversity lens.
- Consider best practices and identify recommendations for improvement.

Agenda

- Recruitment Policy
- Applicable Legislation
- Collective Agreements
- Guiding Principles and Objectives
- Hiring Decision
- Recruitment Process
- Accessible and Inclusive Facilities
- Awards and Recognition
- Next Steps



Recruitment Policy

The City of Vaughan's Recruitment Policy sets out guidelines and practices to ensure the hiring process is:

- Consistent
- Fair
- Equitable



Policy Statement

The Corporation is committed to a fair and transparent recruiting process that supports hiring the best candidate for all positions. The Corporation ensures all candidates have an equal opportunity. There is no toleration of personal bias or discrimination of candidates in the recruitment process. The Corporation strives to represent the diversity of the community by understanding the importance of external recruitment to diverse applicant pools.



Applicable Legislation

- Ontario Human Rights Code
 - Bona Fide Occupational Requirements (BFOR)
- Accessibility for Ontarians with Disabilities Act (AODA)
- Occupational Health and Safety Act
- Municipal Act



Collective Agreements

The Corporation's Collective Agreements outline requirements for hiring union positions applicable to each bargaining unit, such as:

- Job posting provisions,
- Job testing, and
- Promotions



Guiding Principles and Objectives

- Equal opportunity employer committed to fostering a diverse and inclusive workplace.
- Robust policies and procedures with oversight from Human Resources to ensure a fair, open and transparent hiring process without bias or discrimination.
- Attract, hire and retain a highly skilled workforce committed to achieving personal and professional growth.



Hiring Decision

- We strive to ensure hiring decisions are made free from discrimination and bias.
- The successful candidate is selected through Bona Fide Occupational Requirements (BFOR), and measurable criteria through a thorough and diligent and defensible hiring process.

Recruitment Process

1. Identify vacancy
2. Job advertisement
3. Application submission
4. Screening and selection criteria
5. Job testing, assessments and Interviews
6. Employment reference checks and other suitable background checks required for the position
7. Job offer
8. Unsuccessful notifications
9. Documentation



Identify Vacancy

- The hiring department ensures appropriate compliment, budget, and current job description for the vacancy.
- The hiring department initiates the hiring process by submitting an electronic requisition through the City's Applicant Tracking System.
- The Office of the Chief Human Resources Officer receives the requisition and verifies the required approvals prior to proceeding with the hiring process.

Job Advertisement

- Job advertisements are consistent in form, style, and AODA fonts.
- Advertisements include a position title, job summary, qualifications, and the date applications must be received by.

The following statements are posting on all job ads:

- *The City of Vaughan is committed to diversity and inclusivity in employment and welcomes applications from qualified individuals of diverse backgrounds*
- *The City of Vaughan is also committed to providing accommodations for people living with disabilities. If you require an accommodation, we will work with you to meet your needs.*



Job Advertisement Cont.

The City advertises available positions on the following websites to reach a diverse pool of candidates:

- City of Vaughan website
- LinkedIn
- March of Dimes
- Toronto Region Immigrant Employment Council (TRIEC)
- Applicable professional associations



Application Submission

- All applicants must apply directly through the City of Vaughan's online applicant tracking system.
- Applicants are required to apply to each individual job posting they are interested in.
- Human Resources will not receive resumes from sources other than the applicant.

This process is to ensure an equal and fair opportunity for all interested applicants and to avoid a conflict of interest.



Screening and Selection

- Selection criteria is based on the job information and qualifications listed on the job posting.
- The hiring department and Human Resources review the resumes collaboratively to create a shortlist of candidates to proceed to an interview and/or testing phase. All applicants are reviewed.
- Employees involved in the recruitment and selection process are required to notify their immediate Manager and Human Resources in a timely manner if there is a conflict of interest that arises if a family member, friend, and/or business contact applies for the position.



Interview & Job Testing

- Interview questions and testing measures are developed collaboratively between the hiring department and Human Resources.
- Human Resources reviews all assessment tools to ensure they are fair, equitable, objective and based on bona fide occupational requirements.
- Prior to a candidate assessment, interview questions and testing materials are finalized with an answer key, value, and scoring guide to ensure marking is consistent, impartial, and clear.



Interview & Job Testing Cont.

- Candidates are advised of the general nature of the assessment, minimum passing mark, if applicable, and reasonable advance notice.
- Testing content, scoring procedures and interview questions are not disclosed to any candidate, or anyone outside of the hiring process.
- The City of Vaughan is committed to providing accommodations for people living with disabilities. If a candidate requires an accommodation as a result of a disability, we will work with them to meet their needs.



Interviews

- In person or virtual interviews are conducted with a panel of interviewers.
- A minimum of 2 members of management are required on the interview panel, typically the Hiring Manager and HR Representative.
- Interviews are scored independently using the answer key and then discussed with the interview panel.
- All interview notes are submitted to Human Resources for review.
- Second round interviews are necessary at times, depending on the competition and level of the position.



Employment Reference & Background Checks

- Satisfactory employment reference checks are obtained for applicable positions prior to confirming an offer of employment.
- The City obtains signed permission from the applicant to conduct reference checks.
- Other suitable background checks may be applicable if required for the position.
- For applicable positions, a Criminal Reference Check, Vulnerable Sector Check, Driver's Abstract, etc., may be required.



Job Offer

- Employment offers are made in writing and prepared by Human Resources.
- Human Resources ensures the offer and supporting documentation is provided to the successful candidate and signed off by both the candidate and the hiring department.
- All relevant qualifications of the successful candidate are confirmed by receiving copies (i.e. educational certificates, designations, licenses, etc.).



Notifications

All candidates who participated in the interview and/or testing stage of the recruitment process are advised of the outcome of their application.

Documentation

- Recruitment files are established for each recruitment and hiring process undertaken.
- The City is responsible for retaining all documentation relevant to the recruitment process.
- Relevant documentation includes, but not limited to, interview notes, scored tests, resumes, rationale and approval for hiring decision, offer letter, and any other document deemed relevant to the process.

Accessible and Inclusive Facilities

- The City continuously strives to proactively identify and remove barriers to create an accessible and inclusive environment.
- The City's website is AODA compliant providing text alternatives, ability to resize/enlarge font and change the contrast of the page. In addition, City facilities are accessible with wheelchair ramps, automatic doors, on site prayer facilities, and much more.

Awards & Recognition

- The City of Vaughan is proud to be named one of the Greater Toronto's Top Employers for 2021.
- In 2018 the City received the David C. Onley Award for Leadership in Accessibility Award.
- In 2017 the City received the Ontario Municipal Social Services Association Accessibility Award.
- Several City facilities have received gold accessibility certification from the Rick Hansen Foundation.



Next Steps

- Seek input and recommendations from Diversity and Inclusion Taskforce.
- Diversity and Inclusion Officer to consider input from Taskforce and review the City's recruitment process and provide recommendations for advancement.



Discussion

