

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

