BRAMPTON

COUNCIL POLICY

Category: Human Resources

Recruiting and Retaining Top Talent

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Administered by: Corporate Support Services
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1. Background

The Corporation of the City of Brampton (the "City") believes in a transparent Recruitment process that can attract and retain a talented and diverse workforce that is representative of our community and delivers exceptional customer service to our residents. The City selects talent with competencies, skills, education, work experience and behaviours that support our organizational culture. The City is committed to a barrier-free Recruitment process that promotes equity, diversity and inclusion, objectivity and consistency.

This Policy is supported by accompanying Standard Operating Procedures (SOPs) and should be read in conjunction with our Employee Code of Conduct - which is reflective of our values, the principles and standards of behaviour that govern our actions. These documents, along with other references, are linked below.

2. Purpose

This Policy sets out the principles, roles and responsibilities governing Recruitment at the City of Brampton in order to ensure transparency, integrity, and consistency in the process.

3. Application and Scope

This Policy applies to all recruitment activities for all staff, all applicants and external search firms performing work on behalf of the City of Brampton.

4. Outcomes

This Policy is intended to:

4.1 Guide the attraction and retention of talent that fulfill organizational competencies, add value and demonstrate inclusive behaviours;

4.2 Ensure a fair, transparent and equitable Recruitment process; and

4.3 Provide opportunities to enrich the candidate experience and promote employee Retention.

5. Principles

The City commits to specific Recruitment, Selection and Retention principles. These principles include enabling equity, diversity and inclusion, objectivity, consistency and transparency:

5.1 Equity Diversity, and Inclusion

5.1.1 Recruitment activities are recognized as an intentional way to promote diversity and inclusion. The City's employment opportunities are open to all applicants and are promoted through diverse and varied recruitment

channels to ensure a broad diverse talent pool. Candidates are valued for the diverse perspectives they bring.

5.1.2 As part of the application process, applicants will be invited to complete a brief self-identification survey. This survey is voluntary. Participation in the survey will have no impact on hiring decisions. The results of the survey are to inform institutional planning which will support our efforts to promote equity, diversity, and inclusion. Section 14 of the Ontario Human Rights Code allows for the collection of data to monitor, evaluate and address systemic or other forms of discrimination. The information collected may be used for the development of a special program under the Ontario Human Rights Code.

5.2 Objectivity

5.2.1 Selection criteria and assessments are developed using objective information, an awareness of potential biases, and based on the qualifications and competencies needed to be successful in the role.

5.3 Consistency

5.3.1 Recruitment and Retention strategies will ensure that all applicants are treated in a fair and consistent manner affording all applicants a fair opportunity.

5.4 Transparency

5.4.1 Recruitment and Retention activities will be openly and clearly communicated to employees and applicants to promote transparency. Transparency is a fundamental principle that guides the City of Brampton's recruitment and retention process. In addition to communicating openly and clearly to employees and applicants, we will:

a) Provide clear and detailed information about job opportunities, qualifications, and selection criteria to employees and potential applicants.

b) Provide accessible channels for employees and applicants to ask questions and provide feedback regarding the recruitment and retention process.

6. Policy Statements

6.1 Adhering to Corporate Policies and SOPs

6.1.1 Recruitment and Retention activities will adhere to relevant corporate policies and SOPs that support a fair, equitable, and transparent process.

6.2 Adhering to Collective Agreements

6.2.1 Recruitment and Retention activities will adhere to appropriate collective agreements and relevant agreement provisions prevail where applicable.

6.3 Adhering to Legislative Requirements

6.3.1 This Policy complies with the following legislation:

a) Accessibility for Ontarians with Disabilities Act, 2005 (AODA);

b) Ontario Human Rights Code;

c) Employment Standards Act, 2000; and

d) Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

6.4 Delivering Competency Based Recruitment

6.4.1 The foremost objective of the Recruitment process is to hire the best talent to fulfill the role based on skills, abilities, knowledge, work experience, and demonstrated organizational competencies from both internal and external talent pools.

6.5 Eligibility for Re-Employment

6.5.1 Former employees whose employee record indicates at minimum satisfactory job performance; who voluntarily left the City; and who meet the minimum requirements of the position are eligible for re-employment.

6.5.2 Former employees who were involuntarily separated from the City due to performance related issues or received a separation package may be ineligible for re-employment.

6.5.3 Employees who seek re-employment following a separation of any length of time are considered external applicants and are required to re-apply.

6.6 Employment of Employee Relatives

6.6.1 Employment and Internal Movement of relatives is permitted only in specific circumstances as outlined in this Policy with written approval. This Policy ensures that employees in a position of influence are restricted from being able to apply influence in the recruitment, advancement processes and other terms and conditions of employment of a relative. Subject to exceptions granted by the Chief Administrative Officer and Director, Human Resources, and the exception of summer students, Relatives of the following employees are not permitted to apply for employment with the City:

a) A Senior Leader;

b) A member of the Human Resources Division;

c) A Hiring Manager where their relative would work in the same Department; and

d) A Member of Council.

6.6.2 All other employment of employee relatives must avoid creating a Conflict of Interest and requires written approval by the department head (Commissioner, General Manager or Fire Chief) and Director of Human Resources. This Policy is applied in conjunction with the Employment of Employee Relatives SOP.

6.6.3 Circumstances may arise where the City is unable to fill positions, exceptions may be considered with approval from the Chief Administrative Officer and Director, Human Resources.

6.7 Maintaining Confidentiality

6.7.1 The City's Recruitment practices comply with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Compliance with rules governing the collection, release, storage, security and destruction of private and confidential information acquired during the Recruitment process is strictly required.

6.8 Promoting Employee Retention

6.8.1 Engaged employees are committed to organizational success and customer service excellence. Employee engagement and Retention is supported through various strategies and mechanisms, including:

a) A positive and supportive workplace culture;

b) Learning and development opportunities;

c) Total rewards package including employee recognition;

d) Employee wellness programming; and

e) Career Development Programs

6.9 Prohibiting Favouritism or Discrimination

6.9.1 Favouritism or discrimination is strictly prohibited in the Recruitment process. It is understood that Members of Council, appointed officers, employees of the City or other parties will not attempt, in any way, to influence the hiring of any Applicant by the inconsistent application of this Policy and associated SOPs. It is also understood that referring a candidate to apply through the normal process is not construed as favouritism or influence on a hiring decision.

6.10 Providing Accommodation

6.10.1 All Applicants are encouraged to advise Human Resources of any accommodations needed during the Recruitment process to ensure a fair and equitable process. Any information relating to an accommodation will be addressed confidentially.

6.11 Upholding Disclosure

6.11.1 Where a member of a hiring panel is a Relative of an Applicant (or where a member's participation on a hiring panel could result in a Conflict of Interest), the member shall disclose to Human Resources the existence and nature of their relationship to the Applicant (and/or the Conflict of Interest). Following such disclosure, alternative arrangements must be made to the Recruitment process (to remove the member from the panel) for the purposes of maintaining the integrity of the Recruitment and to avoid any actual or potential Conflict of Interest, bias, favouritism, or discrimination in the Recruitment.

7. Roles and Responsibilities

7.1 Senior Leadership

7.1.1 Champion this Policy and associated SOPs; and

7.1.2 Hold Hiring Managers accountable to be aware of and comply with this Policy, the associated SOPs, other applicable policies, SOPs, legislation and collective agreements.

7.2 Hiring Manager

7.2.1 Work with Human Resources to consider current and future workforce planning needs and opportunities;

7.2.2 Work with Finance to confirm availability of funding;

7.2.3 Partner with the designated HR (Human Resources) representative through the Recruitment process;

7.2.4 Actively adhere to the Recruitment principles;

7.2.5 Source Applicants through multiple diverse channels and active outreach;

7.2.6 Make the hiring decision in consultation with the designated HR (Human Resources) representative and hiring panel;

7.2.7 Comply with this Policy and other applicable policies, SOPs, legislation and collective agreements;

7.2.8 Complete the Mandatory Recruitment and Diversity Learning Series;

7.2.9 Work with relevant stakeholders to ensure new hires and transferred employees are on boarded effectively and equipped with the appropriate resources and training needed to do their job; and

7.2.10 Complete the Conflict of Interest and Confidentiality Declaration Form

7.3 Hiring Panel Members

7.3.1 Complete the Conflict of Interest and Confidentiality Declaration Form;

7.3.2 Complete the Mandatory Recruitment and Diversity Learning Series;

7.3.3 Participate in the interview(s) and provide an objective and thorough assessment of potential candidates to ensure best candidate is selected;

7.3.4 Actively adhere to the Recruitment principles and hold hiring panel colleagues accountable for adhering to the Recruitment principles; and

7.3.5 Comply with this Policy and other applicable policies, SOPs, legislation and collective agreements.

7.4 Human Resources

7.4.1 Partner with the Hiring Manager to enable workforce planning;

7.4.2 Provide advice on a strategic approach to the recruitment;

7.4.3 Complete the Conflict of Interest and Confidentiality Declaration Form prior to interviews;

7.4.4 Complete the Mandatory Recruitment and Diversity Learning Series;

7.4.5 Partner with the Hiring Manager and other stakeholders throughout the Recruitment process;

7.4.6 Source Applicants through multiple diverse channels and active outreach;

7.4.7 Support Hiring Manager by providing education and training; and

7.4.8 Provide sound advice and guidance through the Recruitment process in order to support equity, transparency and compliance with policies, SOPs, legislation and collective agreements.

7.5 Applicants

7.5.1 Provide truthful information and accurate documentation through the entire Recruitment process;

7.5.2 Advise Human Resources where an accommodation is needed during the Recruitment process;

7.5.3 Maintain confidentiality regarding the Recruitment process; and

7.5.4 Disclose any potential Conflict of Interest at the beginning of the Recruitment process.

8. Monitoring and Compliance

Human Resources will conduct periodic reviews of Recruitment files to verify completeness.

Any employee who violates this policy may be subject to appropriate disciplinary action, up to and including termination of employment.

8.1 Alternate Approach

8.1.1 Circumstances may exist where the provisions of this Policy may not apply or may require an alternate course of action. In these circumstances, written approval from Chief Administrative Officer and Director, Human Resources is required prior to any alternate action.

9. Definitions

9.1 Applicant – Can include:

9.1.1 A current employee of the City of Brampton;

9.1.2 An individual who is in a current placement as part of an educational program such as Co-ops and Interns;

9.1.3 An individual who is in a current placement through an employment agency; or

9.1.4 An individual external to the City of Brampton (i.e., not employed in any capacity by the City).

9.2 Conflict of Interest

9.2.1 Specific to this Policy and associated SOPs, a Conflict of Interest exists where an employee is in a position to make or influence a decision that will affect, in a positive or negative way, the personal, financial, or business interests of either the employee or the employee's Relative. A Conflict of Interest will also be deemed to arise for the purposes of this Policy and associated SOPs where any action taken by an employee in the course of a Recruitment or Retention process would result in a contravention of the Employee Code of Conduct.

9.3 Corporate Leadership Team – Includes the Chief Administrative Officer and Department Heads

9.4 Department Head – Department Head means the Commissioner or head of an Operating Department.

9.5 Hiring Manager – The people leader that is responsible for the Recruitment of a position (e.g., foreperson, supervisor, manager, director, commissioner, etc.).

9.6 Internal Movement – Can result from a competitive or non-competitive recruit. Such as an appointment, promotion, acting assignment, transfer or re-organization.

9.7 Member of Council – Refers to any elected or appointed official on Council, including the Mayor.

9.8 Recruitment – Activities undertaken to attract, assess, identify and select candidate to fulfill a position.

9.9 Relative – Defined as an employee's:

a) Spouse
b) Parent/Step-Parent
c) Child/Step-Child
d) Sister/Step-sister/Half-Sister
e) Brother/Step-Brother/Half-Brother
f) Mother-in-Law/Father-in-Law
g) Son-in-law/Daughter-in-Law
h) Brother-in-law/Sister-in-Law
i) Grandparent/Step-Grandparent
j) Grandchild/Step-Grandchild
k) Aunt/Uncle
l) Niece/Nephew
m) Cousin
n) Guardian
o) Any family member or Chosen Family member who lives with the employee on a permanent basis.

9.10 Retention – Strategies and/or activities undertaken to keep top talent and maintain a low turnover rate sustaining organizational commitment.

9.11 Senior Leaders – Includes the Chief Administrative Officer, Department Heads, Division Heads and Senior Managers.

10. References and Resources

This Policy should be read and applied in conjunction with the following references and resources as updated from time to time. Please note that some of the following documents may not be publicly available.

10.1 External references

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

10.2 References to related bylaws, Council policies, and administrative directives

- Employee Code of Conduct
- Members of Council Code of Conduct

10.3 References to related corporate-wide procedures, forms, and resources

- Candidate Disclosure Form
- Conflict of Interest and Confidentiality Declaration Form
- Recruitment Managed by Human Resources SOP
- Recruitment Managed by Departments SOP
- Employment of Employee Relatives SOP
- Respectful Workplace Policy

11. Revision History

Date	Description
2018/01/08	Replaces the following policies: • 3.3.0 Employment of Relatives • 3.4.0 Job Posting and Advertising • 3.5.0 Selection and Offer of Employment
2019/12/11	Amendments Approved by Council Resolution CW499-2019 & C451-2019. • Policy number 3.3.0 changed to reflect new nomenclature • General amendments were made throughout the document to further develop diversity and inclusion and enhance readability. • Amendments made to the role of HR (Human Resources) in overall monitoring and compliance to reflect practice and a new

Date	Description
	provision was added to manage cases requiring alternate action. • New limitations were introduced to the hiring of relatives. • Disclosure provisions were amended to focus on relatives and link to the Employee Code of Conduct. • Housekeeping amendments were also made to definitions and references and resources. • As directed by the Council, Members of Council were added to the scope of the Policy.
2020/01/01	Next Scheduled Review
2023/04/14	Amended Section 5.1 Inclusion and Equity: Included the collection of Demographic Information which will be used for institutional planning purposes, and support our efforts to promote diversity, equity, and inclusion. Added section 6.5 Eligibility for Re-Employment. Amended Section 6.6 Signing authority on the Candidate Disclosure form has moved from CAO to Department Head (Commissioners, General Manager, Fire Chief) and Director of Human Resources. Amended 6.6 Employment of Relatives to include Circumstances may arise where the City is unable to fill positions, exceptions may be considered with approval from the Chief Administrative Officer and Director, Human Resources. Added summer students as an exception to 6.6. Included Mandatory Recruitment and Diversity Learning Series for all hiring committee members. Housekeeping amendments were also made to definitions and references and resources.
2027/08/01	Next Scheduled Review (*typically, four years after approval)*