

Category: Human Resources  
**Title: Recruiting and Retaining Top Talent**  
Policy Number: HRM-160  
Approved by: CW499-2019 ,C451-2019  
Administered by: Human Resources  
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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 high performing workforce that is representative of our community and delivers exceptional customer service to our residents. The City selects top 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 diversity, inclusion, equity, 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 about our values, the principles and standards of behaviour that govern our actions. These policies, along with other reference documents are linked below.

## 2. PURPOSE

This Policy sets out the principles, roles and responsibilities governing Recruitment and Retention 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 staff, Members of Council, all Applicants and external search firms.

### **4. OUTCOMES**

This Policy is intended to:

- a. Attract and select top talent that fulfill organizational competencies, add value and demonstrate inclusive behaviours;
- b. Ensure a fair, transparent and equitable Recruitment process; and
- c. Provide opportunities to enrich the candidate experience and promote employee Retention.

### **5. PRINCIPLES**

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

#### **5.1 Inclusion and Equity**

Recruitment and Retention 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 channels to broaden the talent pool. Candidates are valued for the unique perspective they bring.

#### **5.2 Objectivity**

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

#### **5.3 Consistency**

Recruitment and Retention strategies will ensure that all Applicants are treated in a fair and consistent manner affording all Applicants an equitable opportunity.

#### **5.4 Transparency**

Recruitment and Retention activities will be openly and clearly communicated to employees and Applicants to enable transparency.

## **6. POLICY STATEMENTS**

### **6.1 Adhering to Corporate Policies and SOPs**

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

### **6.2 Adhering to Collective Agreements**

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

### **6.3 Adhering to Legislative Requirements**

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 Privacy Act (MFIPPA).*

### **6.4 Delivering Competency Based Recruitment**

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 demonstration of competencies related to the job and the organization.

### **6.5 Employment of Employee Relatives**

Employment and Internal Movement of relatives is permitted only in specific circumstances 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 process and other terms and conditions of employment of a relative. Notwithstanding the substance of any other provisions in this Policy, Relatives of the following employees are not permitted to apply for employment with the City in the following circumstances:

- a Senior Leader,
- a member of the Human Resources Division,
- a Hiring Manager where their relative would work in the same Department, and
- a Member of Council.

All other employment of employee relatives must avoid creating a Conflict of Interest and requires written approval by the Chief Administrative Officer,

Department Head and Human Resources. This Policy is applied in conjunction with the Employment of Employee Relatives SOP. This provision is effective as of January 1, 2020 and is not retroactive.

#### **6.6 Maintaining Confidentiality**

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

#### **6.7 Prohibiting Favouritism or Discrimination**

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 that is not consistent with 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.

#### **6.8 Promoting Employee Retention**

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; and
- d. Employee wellness programming.

#### **6.9 Providing Accommodation**

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.

#### **6.10 Upholding Disclosure**

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**

- a. Champion this Policy and associated SOPs;
- b. 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 Managers**

- a. Work with Human Resources to consider current and future workforce planning needs and opportunities;
- b. Work with Finance to confirm availability of funding;
- c. Partner with the designated HR representative through the Recruitment process;
- d. Actively adhere to the Recruitment principles;
- e. Source Applicants through multiple diverse channels and active outreach;
- f. Make the hiring decision in consultation with the designated HR representative;
- g. Comply with this Policy and other applicable policies, SOPs, legislation and collective agreements; and
- h. Work with relevant stakeholders to ensure new hires are equipped with the appropriate resources and training needed to do their job.

### **7.3 Hiring Panel Members**

- a. Identify any potential Conflict of Interest with a candidate;
- b. Participate in the interview(s) and provide an objective and thorough assessment of potential candidates to ensure top talent is selected;
- c. Actively adhere to the Recruitment principles and hold hiring panel colleagues accountable for adhering to the Recruitment principles; and
- d. Comply with this Policy and other applicable policies, SOPs, legislation and collective agreements.

### **7.4 Human Resources**

- a. Partner with the Hiring Manager to enable workforce planning;

- b. Provide advice on a strategic approach to the recruit;
- c. Partner with the Hiring Manager and other stakeholders throughout the Recruitment process;
- d. Source Applicants through multiple diverse channels and active outreach;
- e. Support Hiring Managers by providing education and training; and
- f. 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**

- a. Provide truthful information and accurate documentation through the entire Recruitment process;
- b. Advise Human Resources where an accommodation is needed during the Recruitment process;
- c. Maintain confidentiality regarding the Recruitment process; and
- d. 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.

### **8.1 Alternate Approach**

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 the Chief Administrative Officer and Director, Human Resources is required prior to any alternate action.

## **9. DEFINITIONS**

### **9.1 Applicant**

Can include:

- a. A current employee of the City of Brampton;
- b. An individual who is in a current placement as part of an educational program such as a Co-op;
- c. An individual who is in a current placement through an employment agency; or

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

## **9.2 Conflict of Interest**

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 Department Head**

Includes a Council appointed Commissioner, head of an operating department, or officer as Department Head including the General Manager and Fire Chief.

## **9.4 Hiring Manager**

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

## **9.5 Internal Movement**

Can result from a recruit or other action, such as a promotion, secondment, acting assignment, temporary upgrade, transfer or re-organization.

## **9.6 Member of Council**

Refers to any elected or appointed official on Council, including the Mayor.

## **9.7 Recruitment**

Activities undertaken to attract, assess, identify and select top talent to fulfill a position.

## **9.8 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

### **9.9 Retention**

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

### **9.10 Senior Leadership**

Includes the Chief Administrative Officer and Department Heads.

### **9.11 Senior Leaders**

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

### **9.12 SOP**

Standard Operating Procedure

## **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 publically available.

### **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 \(MFIPPA\).](#)

### **References to related bylaws, Council policies, and administrative directives**

- [Employee Code of Conduct](#)
- [Members of Council Code of Conduct](#)

### **References to related corporate-wide SOPs, forms, and resources**

- [Candidate Disclosure Form](#)
- [Interview Panel Declaration Form](#)
- [Recruit Policy FAQs](#)
- [Recruitment Managed by Human Resources SOP](#)
- [Recruitment Managed by Departments SOP](#)
- [Recruitment of Employee Relatives](#)

## REVISION HISTORY

Date	Description
January 1, 2020	Next Scheduled Review
January 1, 2018	Replaces the following policies: <ul style="list-style-type: none"> <li>• 3.3.0 Employment of Relatives</li> <li>• 3.4.0 Job Posting and Advertising</li> <li>• 3.5.0 Selection and Offer of Employment</li> </ul>
December 11, 2019	Amendments Approved by Council Resolution CW499-2019 & C451-2019. <ul style="list-style-type: none"> <li>• Policy number 3.3.0 changed to reflect new nomenclature</li> <li>• General amendments were made throughout the document to further develop diversity and inclusion and enhance readability.</li> <li>• Amendments made to the role of HR in overall monitoring and compliance to reflect practice and a new provision was added to manage cases requiring alternate action.</li> <li>• New limitations were introduced to the hiring of relatives.</li> <li>• Discoure provisions were amended to focus on relatives and link to the Employee Code of Conduct.</li> <li>• Housekeeping amendments were also made to definitions and references and resources.</li> <li>• As directed by Council, Members of Council were added to the scope of the Policy.</li> </ul>