

## CORPORATE POLICY



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[Accessibility for Ontarians with Disabilities Act \(AODA\)](#)  
[Employment Standards Act \(ESA\)](#)  
[Occupational Health & Safety Act \(OHSA\)](#)  
[Ontario Human Rights Code \(OHRC\)](#)

Key Word(s): recruitment, selection, hiring of relatives, employment references, interviews, diversity, equity, inclusion

### **POLICY STATEMENT:**

The City of Waterloo (“the City”) is committed to transparent recruitment practices in compliance with relevant legislative provisions that promote inclusive, barrier-free, and equal access to employment opportunities within the organization. The City is committed to reviewing, developing and implementing continuous improvement practices that assist in recruiting and retaining a diverse workforce of talented and valued individuals to best serve our community.

In the City’s ongoing efforts to reduce barriers to employment opportunities, applications from members of historically underrepresented groups, including Black, Indigenous, racialized communities, women, persons with disabilities, and members of 2SLGBTQ+ are encouraged to apply for positions at all levels within the organization, and to self-identify in their application.

### **PURPOSE:**

The purpose of the *Recruitment Policy* is to outline transparent and consistent principles to guide the City’s recruitment decisions, practices and procedures.

### **DEFINITIONS:**

**Bona Fide Occupational Requirement** is a job requirement that is essential to performing the duties of a particular position.

**Diversity** is a broad concept that is inclusive of the many characteristics that differentiate individuals from one another in the workplace.

**Equity** is a principle that facilitates access, representation, opportunities and meaningful participation for all individuals.

**Hiring Manager** is the person ultimately responsible for the recruitment and hiring decisions for a vacant position(s).

**Inclusion** is a principle that promotes full and meaningful participation and representation of all individuals.

**Protected Grounds**, for the purposes of this policy, are as defined under the *OHRC*, and include:

- age;
- creed;
- sex (including pregnancy and breastfeeding);
- sexual orientation;
- gender identity;
- gender expression;
- family status (being in a parent and child relationship);
- marital status (including married, single, widowed, divorced, separated, or living in a conjugal relationship outside of marriage, whether in a same-sex or opposite-sex relationship);
- disability (including mental, physical, developmental or learning disabilities, as well as drug and alcohol dependency);
- race;
- ancestry;
- place of origin;
- colour;
- ethnic origin;
- citizenship; and,
- record of offences.

**Recruitment** is the process of sourcing and hiring the best candidate for a vacant position.

**Relative** is a person's spouse, common-law spouse, partner, person living in a conjugal relationship, natural child, adopted child, step-child, child-in-law, natural parent, adoptive parent, step-parent, parent-in-law, natural siblings, or step siblings.

**Supervisor**, as defined by the *OHSA*, is a person who has charge of a workplace or authority over a worker.

*For the purpose of this policy, 'supervisor' includes employees with the titles of Supervisor, Manager, Assistant Deputy Chief, Deputy Chief, Director, Fire Chief, Commissioner, CAO or equivalent.*

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**Vacant position** is an employment opportunity that the City is actively seeking to fill.

**SCOPE:**

This policy applies to all City employees and all aspects of the City's recruitment practices, including the development and review of any recruitment procedures.

**POLICY COMMUNICATION:**

This policy will be made available on the City's website and through the City's intranet.

**POLICY:**

This policy contains the following sections:

- 1.0 [GENERAL](#)
- 2.0 [INCLUSIVE AND BARRIER-FREE RECRUITMENT](#)
  - 2.1 [ACCESSIBILITY AND ACCOMMODATION](#)
  - 2.2 [JOB POSTINGS](#)
  - 2.3 [ADVERTISING](#)
  - 2.4 [APPLICANT SCREENING](#)
  - 2.5 [INTERVIEW PROCESS](#)
  - 2.6 [HIRING DECISIONS](#)
- 3.0 [HIRING OF RELATIVES](#)
  - 3.1 [HUMAN RESOURCES](#)
  - 3.2 [EMPLOYEES WHO BECOME RELATED](#)
- 4.0 [REFERENCE CHECKING](#)
- 5.0 [CANDIDATE TESTING](#)
- 6.0 [RESPONSIBILITIES](#)
- 7.0 [REVIEW](#)  
[COMPLIANCE](#)

**1.0 GENERAL**

The City of Waterloo treats every applicant with respect and dignity, through a recruitment experience that is inclusive and barrier-free. Each recruitment process will:

- promote diversity and adhere to the principles of equity and inclusion;
- align with the City's strategic plan;
- adhere to relevant legislative provisions, including the *OHRC*, *AODA*, relevant Collective Agreements, and City policies and procedures; and,
- follow a structured process that promotes an equitable assessment of candidates and reflects a commitment to removing employment-related barriers.

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## 2.0 INCLUSIVE AND BARRIER-FREE RECRUITMENT

### 2.1 ACCESSIBILITY AND ACCOMMODATION

The City is committed to creating and maintaining a workplace that is welcoming, inclusive, and barrier-free, and strives to maintain accessible hiring and recruitment practices throughout the hiring process. The City invites applicants to request accommodations in accordance with the *OHRC*, *AODA* and other applicable legislation throughout all stages of the recruitment process, and makes every reasonable effort to accommodate, up to the point of undue hardship.

### 2.2 JOB POSTINGS

In preparing a vacant position for posting, Human Resources will collaborate with the Hiring Manager to ensure:

- the posting is reflective of the work that will be performed and the necessary knowledge, skills, and competencies required;
- the minimum qualifications listed are Bona Fide Occupational requirements;
- preferred or desired knowledge, skills, and competencies are listed as assets; and,
- where flexibility is possible regarding a specific qualification, it is reflected; for example, alternate combinations of education and experience.

*This commitment is subject to compliance with any terms and conditions outlined in a relevant Collective Agreement.*

### 2.3 ADVERTISING

Positions available for external competition will be advertised widely. All regular full-time supervisory positions that are not governed by a Collective Agreement will be posted internally and externally at the same time, to ensure fair, consistent and transparent hiring practices.

### 2.4 APPLICANT SCREENING

Applicants will be assessed based on the minimum requirements and qualifications listed in the posting. Where a greater number of candidates meet the minimum qualifications than what is reasonable to invite for an interview, preferred and/or desired knowledge, skills, and competencies may be considered.

### 2.5 INTERVIEW PROCESS

Interviews will be conducted in accordance with a fair and consistent process that focuses on each candidate's demonstrated ability to perform the essential duties of the vacant position. At least two interviewers will participate in an interview, with the same

interviewers participating across any given stage in the competition (e.g. 1<sup>st</sup> interviews) to ensure consistency in evaluation. Where additional interviews are conducted within the same competition (e.g. 2<sup>nd</sup> interviews), it is recommended to add new interviewers to the panel to help prevent bias and welcome fresh perspectives. Diversity on interview panels with representation of historically underrepresented groups is encouraged, where possible.

## 2.6 HIRING DECISIONS

Hiring decisions will be free from any undue influence and will be made following a structured and equitable assessment of the candidates. In support of the City's goals for equity, diversity and inclusion, where candidates are determined to be equally qualified for a position, the final hiring decision will consider historical underrepresentation of members from marginalized communities, subject to any terms and conditions outlined in a relevant Collective Agreement.

The recruitment and selection of the Chief Administrative Officer is the responsibility of Council, however will be conducted in alignment with this policy.

## 3.0 HIRING OF RELATIVES

All applicants for a job vacancy will be requested to disclose the names of all relatives who are current employees and/or elected officials of the City of Waterloo. Relatives of City employees and/or elected officials are welcome to seek employment with the City in accordance with established procedures, and will not be given preferential consideration for any job vacancy. Relatives of City employees will only be offered employment in the event that they possess the necessary qualifications and are considered the most suitable candidate following full execution of the City's transparent and consistent recruitment practices.

Relatives of City employees and/or elected officials are prohibited from consideration for positions that may result in one supervising the other or where one may exert influence over the work or career of the other. Determination as to whether a relative is in such a position is at the discretion of the Director of Human Resources and applicable department's Commissioner, in consultation with the employee concerned.

### 3.1 HUMAN RESOURCES

A child, parent, spouse, or partner of any Human Resources team member will not be eligible for employment at the City of Waterloo. Other relatives may be considered, however may not be employed under the supervision of the Director of Human Resources or within the Human Resources team.

### 3.2 EMPLOYEES WHO BECOME RELATED

Employees who become related while employed by the City are required to advise the City as soon as possible. Where an actual or potential conflict exists, Human Resources, the applicable Commissioner(s) and the affected employees, where reasonable, will work collaboratively to identify potential resolutions, which may include facilitating a transfer opportunity for one of the employees.

### 4.0 REFERENCE CHECKING

The City will not conduct or rely on any references obtained without the written permission of the candidate being considered for a vacant position.

References will not be conducted on internal candidates unless the position they are applying for requires significantly different knowledge, skills or experience than that of any position they have previously held at the City. Those providing the references should be able to speak directly to the required knowledge, skills and experience of the candidate that is not relevant to their employment within the City. In place of references, Hiring Managers may request that Human Resources review an internal candidate's employee file for identified and/or addressed relevant and current performance concerns.

### 5.0 CANDIDATE TESTING

Hiring Managers may require candidate testing and/or assessments to be completed as part of the interview process and/or as a condition of employment. Where testing and/or assessments are used, they will be conducted consistently amongst candidates selected to move forward in a specific recruitment, and will be relevant to a candidate's ability to reasonably perform the duties of the position.

### 6.0 RESPONSIBILITIES:

**All employees (including supervisors)** are responsible to:

- declare a conflict of interest and not participate in or influence any part of a recruitment process where a relative is an internal or external applicant; and,
- notify the City immediately when becoming related to another employee.

**Hiring Managers** are responsible to:

- make recruitment and hiring decisions in accordance with this policy and any other relevant policies/procedures, while adhering to the principles of equity, inclusion, and diversity;
- ensure recruitment practices and decision making are free from any undue influence;
- ensure awareness of bias and actively mitigate its potential impact when making recruitment decisions;
- participate, with the support of Human Resources, in identifying appropriate accommodation opportunities throughout a recruitment process as may be required; and,

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- ensure recruitment practices are in compliance with all relevant legislation, policies, procedures, and Collective Agreements, including the *ESA*, *OHRC* and *OHSA*.

**Human Resources** is responsible to:

- promote and support recruitment and hiring in accordance with this policy and other relevant policies/procedures, while adhering to the principles of equity, inclusion and diversity;
- promote and support recruitment in accordance with all relevant legislation, policies, procedures, and Collective Agreements, including the *ESA*, *OHRC* and *OHSA*;
- provide support to Hiring Managers/interview panels as required, to ensure corporate alignment and consistency in recruitment practices;
- provide support to candidates throughout the recruitment process, as needed, particularly as related to accommodation and accessibility; and,
- ensure Hiring Managers have the tools and training required to conduct recruitment in accordance with established practices and procedures.

**The City** is responsible to:

- promote and support recruitment and hiring in accordance with this policy and other relevant policies/procedures, while adhering to the principles of equity, inclusion and diversity.

## **7.0 REVIEW:**

Human Resources reserves the right to review and evaluate this Policy on a regular basis and amend as necessary. Leadership and the unions/associations will have the opportunity to participate in the review.

## **COMPLIANCE**

In cases of intentional policy violations, the City may investigate and determine appropriate corrective action.