

Application

This Hiring Guide applies to union and non-union permanent, temporary, part-time, and student hiring for which there is a job posting or expression of interest.

Guiding Principles

- The process for filling job vacancies will be fair, equitable, open and transparent.
- The City is best served by a public service that reflects its communities. External recruitment will include outreach to diverse applicant pools.
- Collective agreements, legal requirements of employment and City of Toronto policies, procedures and guidelines will be followed in all steps of the hiring process.
- Hiring and promotion will be based on required skills, qualifications and seniority as applicable.

The Guiding Principles are achieved as follows:

- The Human Resources Division is responsible for developing staffing policies and guidelines, establishing the hiring process and monitoring that all hiring activity complies with the policies and process.
- Divisional/operational managers are responsible for carrying out the hiring process and accountable for adherence to the staffing policies, collective agreements and legal requirement of employment, and the hiring decisions.
- The Human Resources Division is involved in the screening of applications/resumes for all hiring.
- Divisional/operational managers are responsible for conducting interviews, completing reference checks and providing interview feedback to candidates.
- The Human Resources Division ensures that the hiring manager and interview panel members are well versed, trained and experienced to conduct the hiring process in a fair and equitable manner in accordance with relevant collective agreements, policies, procedures and guidelines. In exceptional circumstances, HR may determine there is a need to participate in interviews and assessments if there is a history of issues related to the specific job e.g. grievances, Human Rights complaints etc.
- After division has completed assessments/interviews, HR reviews the assessment/interview package(s) to ensure that it is complete. A debrief meeting/conversation with the hiring manager and/or the interview panel will take place prior to the final selection decision being made.
- It is the responsibility of hiring managers and HR staff to disclose if they have a conflict of interest related to the Conflict of Interest and/or Employment of Relatives policies.
- If it is determined that the successful candidate will be placed in a direct or indirect reporting relationship to the hiring manager, the circumstances are reviewed and action taken to ensure compliance with the Employment of Relatives policy, the Conflict of Interest policy, and the relevant collective agreement provisions, before a hiring decision/placement is made.

Note: If HR and the hiring manager disagree about any aspect of the hiring process, the issue will be escalated through the division/service area for resolution and as required through Human Resources.

Approval to Hire

- The hiring manager initiates the hiring process, preparing and submitting a staff requisition to HR. The requisition is accompanied by an Organizational Change Approval form (OCA), if necessary.
- All requisitions confirm that the required approvals have been received and documented to confirm that sufficient budget and a position, as applicable, are available to fill the vacancy.
- HR ensures that the requisition is fully completed and all appropriate approvals are included prior to proceeding with the hiring process.

Recruitment

- External recruitment efforts include outreach to access diverse applicant pools.
- Workforce Planning & Data Management are responsible for ensuring that all resumes are scanned in the system in a timely manner.
- Candidates who are interested in submitting a resume to the City must apply to job postings. Unsolicited resumes are not accepted.
- In order to ensure that vacancies are accessible, all resumes considered in filling a vacancy come from the Order of Consideration pool, responses to job postings, the resume databank and/or acceptable external sources, such as Workopolis.
- Summer recruitment and hiring is undertaken in accordance with the Summer Employment Guidelines.

Screening

- Screening is completed in accordance with the Guidelines for Developing Qualifications and Screening Applications.
- HR, in partnership with the hiring manager, screens the applications/resumes to identify those applicants who meet the pre-determined screening criteria.
- Screening criteria are established from the job qualifications relating to experience, education and occupational certification as required in the job description.
- Screening criteria are consistently applied against each application, and the screening results are documented for each hiring process.

Assessments

- Assessments are completed in accordance with the Guidelines for Practical and Written Assessments and Interview Panel Procedures.
- An assessment may include a practical test, written test and/or interview. The following qualifications may be assessed: skills, knowledge, ability, aptitude, experience, and equivalent experience and education as identified in the job description/job posting.
- HR reviews all assessment tools, to ensure that they are fair, equitable, objective, and based on the bona fide occupational requirements.
- Practical and written assessments are conducted by HR and/or the hiring manager.

- Interview panels are conducted by the divisional/operational hiring manager.

Employment Reference Checks

- Reference checks are completed in accordance with the Reference Check Policy.
- A minimum of two reference checks are completed for every external hire and at least one reference check is completed for every internal hire.
- References are accepted only when they are from employers or other appropriate sources, e.g. teachers or volunteer organizations for candidates without previous work experience. Personal references are not accepted.
- The hiring manager conducts reference checks. If necessary, they may be completed by HR on behalf of the hiring manager as applicable.

Offers

- Employment offers are completed in accordance with the Job Offer Guidelines and the Salary Treatment Guidelines.
- Verbal offers are extended by either HR or the hiring manager. If the hiring manager extends the offer, he/she consults with HR about applicable salary and benefits prior to the offer being made.
- All final offers of employment are in writing and prepared by HR.

Documentation

- Hiring files are established for each hiring process.
- All hiring documentation is retained in the hiring file as outlined in the *Hiring File Documentation Checklist*.
- All files and documentation pertaining to recruitment and selection are submitted to HR once the offer of employment has been accepted, and stored in accordance with the Records and Retention Policy.
- Hiring files are retained in a locked cabinet/location to ensure confidentiality and restricted access (e.g. hiring manager, HR, Legal Services).
- Further guidelines will be developed and communicated consistent with the Corporate Records and Retention requirements.

Audits

- Audits of the hiring process are completed quarterly to ensure that the requirements of the Hiring Guide, legal requirements of employment, collective agreements, policies, procedures and guidelines are met.

Note:

- An exception to any aspect of the process requires a business case and approval from the Division Head, Deputy City Manager, Executive Director of the Human Resources Division and where applicable, by the City Manager.
- In circumstances where approval has been provided for exception to an aspect of the hiring process, the hiring manager is responsible and

accountable for ensuring that the provisions/any requirements as approved, are satisfied.

Roles and Responsibilities

Hiring Process	Human Resources Division	Hiring Manager
<p>Request to Fill a Vacancy</p>		<ul style="list-style-type: none"> ▪ Ensures appropriate approval has been received and documented to confirm that sufficient budget and a position (as applicable) are available in order to fill a vacancy ▪ Considers divisional transfer requests, change in shift within a work location requests and employees in supernumerary positions in the posted job classification, as applicable ▪ Prepares requisition and submits it to HR ▪ Prepares and submits an Organizational Change Approval (OCA) form with the requisition, as applicable
<p>Approval of Requisition</p>	<ul style="list-style-type: none"> ▪ Ensures that the requisition submitted by the division has appropriate approval and that all required fields are completed 	
<p>Recruitment</p>	<ul style="list-style-type: none"> ▪ Ensures that the relevant Order of Consideration obligations have been met ▪ Advises the hiring manager on appropriate posting and recruitment strategies ▪ Advises and ensures appropriate recruitment methods are used to access applicant pools, i.e. job posting, resume databank, Workopolis, outreach to diverse applicant pools, etc 	<ul style="list-style-type: none"> ▪ Participates with HR to plan and decide on recruitment strategies

Hiring Process	Human Resources Division	Hiring Manager
	<ul style="list-style-type: none"> ▪ WPDM ensures that resumes received in response to job postings are scanned into the resume databank 	
Screening	<ul style="list-style-type: none"> ▪ Participates with hiring manager to identify screening criteria, and jointly screens resumes 	<ul style="list-style-type: none"> ▪ Participates with HR to identify screening criteria, and jointly screens resumes
Assessments	<ul style="list-style-type: none"> ▪ Provides advice on the type of assessments to be used, and reviews assessment tools to ensure that they are fair, equitable, objective, and based on the bona fide occupational requirements ▪ May administer written and practical assessments if required in exceptional circumstances 	<ul style="list-style-type: none"> ▪ Participates with HR to identify required qualifications, skills, abilities and competencies to be assessed and to identify type of assessments to be used ▪ Develops the assessment tool with HR input and administers non-union assessments, if experienced or trained ▪ May administer written and practical assessments ▪ Conducts interview panels
Feedback	<ul style="list-style-type: none"> ▪ If appropriate, may provide feedback to candidates who have participated in written/practical assessments in which HR was involved 	<ul style="list-style-type: none"> ▪ Provides feedback to candidates who have participated in written/practical assessments ▪ Provides interview feedback to candidates
Employment Reference Checks	<ul style="list-style-type: none"> ▪ May complete reference checks, as appropriate 	<ul style="list-style-type: none"> ▪ Completes reference checks
Offers	<ul style="list-style-type: none"> ▪ May extend verbal offers ▪ Prepares and extends final written offers of employment 	<ul style="list-style-type: none"> ▪ May extend verbal job offers, after consultation with HR
Documentation	<ul style="list-style-type: none"> ▪ Establishes hiring file, 	<ul style="list-style-type: none"> ▪ Submits all hiring

Hiring Process	Human Resources Division	Hiring Manager
	<p>and ensures all required documentation is included in the file</p> <ul style="list-style-type: none"> ▪ Completes Hiring File Documentation Checklist and ensures inclusion in hiring file ▪ Maintains all hiring files. Ensures that storage and retention of hiring files are in line with Corporate Records and Retention requirements 	<p>documentation in his/her possession (i.e. assessments, reference checks) to HR for inclusion in hiring file</p>
Audits	<ul style="list-style-type: none"> ▪ Conducts quarterly audits of the hiring process based on documentation in hiring file as per Hiring File Documentation Checklist including review of responsibilities, adherence legal requirements of employment, adherence to collective agreement, policies and procedures, presence of required documentation, etc 	

Related Information

Collective Agreements:

- CUPE Local 79 (Full Time and Part-time Homes for the Aged, Unit B, and Recreation Workers)
- TCEU Local 416 (Outside Workers)
- TPFPA Local 3888 (Fire Fighters)

Applicable Policies:

- *Acting Assignments*
- *Conflict of Interest*
- *Employment Accommodation*
- *Employment Equity*
- *Employment of Relatives*

Applicable Guidelines/Procedures

Access: HR Staffing Units

- Determining Occupational Health and Safety Competence of Supervisors (**Assessments**)
- Developing Qualifications and Screening Applicants (**Assessments & Screening**)
- Divisional Employee Placement Guidelines for Intra-Divisional Transfers and Change of Shift within Work Locations (**Order of Consideration**)

- Driver's License Check Guide (**Assessments**)
- Eligibility to Work (**Offers**)
- Employment Reference Policy (**Employment Reference Checks**)
- External Advertising Communication Guide (**Recruitment**)
- Guidelines for Executive Search (**Recruitment**)
- Guidelines for Temporary Hires (**throughout hiring process**)
- Internal Assessment Feedback Guidelines (**Feedback**)
- Internet Job Posting Guidelines (**Recruitment**)
- Interview Process Guidelines (**Assessments**)
- Job Fair Guide (**Recruitment**)
- Job Offer Guidelines (**Offers**)
- Managers Protocol for Orienting New Employees (**Orientation**)
- Reversion Guidelines (**Reversion**)
- Salary Treatment Guidelines (**Offers**)
- Secondment Guidelines (**Recruitment and Offers**)
- Staff Requisition Form (**Approval to Hire**)
- Summer Employment Guidelines (**Recruitment**)
- Transfer Guidelines (**Order of Consideration**)
- Written and Practical Assessments (**Assessments**)

Approved by

Human Resources

Date Approved

February 3, 2010