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## Recruitment and Selection

### 1. PURPOSE

The Brampton Library values a transparent recruitment process that attracts and retains a diverse workforce that aligns with the organizational strategy. The Library is committed to providing opportunities and an inclusive environment to enrich the candidate experience and promote employee retention. The organization is committed to a barrier-free inclusive process that promotes inclusion, diversity, equity and accessibility (IDEA), which is aligned with our strategic plan.

### 2. POLICY STATEMENT

The Brampton Library is committed to building a diverse talent pool, finding qualified persons for each position and will strive to remove barriers that may prevent the recruitment, hiring, retention, and fair treatment, of any individual, while hiring suitable talent to fit the role based on skills, abilities, knowledge, work experience and demonstration of competencies related to the job. Brampton library accomplishes this by creating an equitable and bias-free recruitment and selection process.

### 3. POLICY OBJECTIVES

The objectives of this Policy are to attract a wide range of suitable candidates that meet the minimum qualifications for each position; to apply objective selection criteria for recommendations regarding hiring decisions; to meet the obligations of all applicable legislation; and to provide a structured recruitment and selection process to assess each applicant.

The Library engages in practices to increase employment opportunities for women, LGBTQ2S+ persons, racialized persons, Indigenous persons and persons with disabilities.

### 4. SCOPE

This policy applies to all employees, applicants, and all facilities of the Brampton Library throughout the recruitment and selection process.

### 5. PRINCIPLES

The Brampton Library commits to specific recruitment and retention principles.

#### 5.1. I.D.E.A Strategy

These are our guiding principles exemplified by an acronym for Inclusion, Diversity, Equity and Accessibility, each concept defined as below. This Strategy is the Brampton Library plan

to ensure everyone has a place of belonging.

## **5.2. Accessibility**

Accessibility refers to the design of procedures and environments for people with disabilities. It creates an equitable environment for all persons.

## **5.3. Elimination of Barriers**

A barrier is anything that prevents a person from fully taking part in all aspects of the organization, including physical, architectural, information or communications, attitudinal, economic and technological barriers, as well as policies or practices.

## **5.4. Diversity**

Diversity refers to any dimension that can be used to differentiate groups and people from one another. This includes respect for and appreciation of differences. Diversity is about the individual employee, it is about the variety of unique dimensions, qualities, and characteristics we all possess.

## **5.5. Inclusion**

Recruitment and retention activities are recognized as an intentional way to promote diversity and inclusion. The employment opportunities are open to all applicants through traditional and non-traditional channels to broaden the talent pool.

# **6. REQUIREMENTS**

## **6.1. Adhering to the Collective Agreement**

Brampton Library is bound by the recruitment and selection criteria found within the Collective Agreement, terms and conditions of employment, and other legislation as applicable. The legislations are linked below.

## **6.2. Adhering to Legislative Requirements**

**6.2.1** [Accessibility for Ontarians with Disabilities Act, 2005 \(AODA\)](#)

**6.2.2** [Ontario Human Rights Code](#)

**6.2.3** [Employment Standards Act, 2000](#)

**6.2.4** [Municipal Freedom of Information and Protection Privacy Act \(MFIPPA\)](#)

# **7. RECRUITMENT AND SELECTION PROCESS**

All aspects of the recruitment and selection process including recruiting, interviewing, selection, promotions, compensation and development will be conducted in a fair, consistent and non-discriminatory manner.

## **7.1. New and Prospective Employees**

As a condition of employment, all new and prospective employees will be required to comply

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with Brampton Library's Mandatory Vaccination Verification Procedure, which includes the requirement to show written proof of full COVID-19 vaccination.

If a prospective new employee is not fully vaccinated, the Library shall have cause for the immediate withdrawal of the offer of employment and/or termination of their employment without notice or pay in lieu thereof.

## **7.2. Submitting an Application**

Brampton Library provides employees with an opportunity to advance within the organization according to their skills and experience. Notices of all regular, full and part time job openings will be advertised internally and externally. Brampton Library partners with an employment equity contractor in order to increase recruitment through non-traditional channels. The Library strives to represent the diversity of the community by underscoring the importance of external recruitment to diverse applicant pools. Applicants must apply directly as per the job posting/advertisement.

## **7.3. Screening and Selection Criteria**

The goal of the candidate evaluation process is to reduce the impact of biases and objectively evaluate candidates against the job requirements and selection criteria. The hiring committee and Human Resources will review resumes collaboratively to create a short list of candidates. The candidates whose profiles most closely match the identified job requirements will be selected to proceed to the interview stage. Hiring for all new and vacant positions, transfers and promotions will be determined on the basis of education, experience, skills, knowledge, ability, required to successfully meet the expectations of the position.

The following criteria must be considered in selecting candidates for an interview and in developing interview questions:

- **Skills:** reflect an individual's competence of a specific physical or intellectual task and core competencies as defined by the hiring department
- **Abilities:** the application of knowledge or skills to the performance of any related task
- **Education:** formal and informal, including equivalencies
- **Experience:** minimum required to perform the job
- **Qualifications, Designations, Certifications and licenses:** mandatory overall requirements, including certifications and professional designations determined by the position
- **Seniority:** may also be used as part of the selection criteria for unionized positions at certain levels as outlined in the appropriate Collective Agreement clauses

## **7.4. Interview Questions and Testing Procedures**

Interview questions and testing measures will be developed collaboratively with the hiring

committee and Human Resources. Candidates will be asked questions to demonstrate skills, knowledge and abilities required for the position as outlined in the applicable job description and job posting.

Numerical values will be assigned to all assessment criteria to ensure that the marking of tests and the selection of a candidate is consistent, impartial and clear to the individual who is marking the assessments. As a part of this step, candidates may also be asked to complete the following:

- Case study if applicable to the position
- Exercises demonstrating applicable skills

The selection documentation will demonstrate that the recruitment and selection process and recommendations were based on the job requirements and that equal consideration and uniform hiring standards were applied to all applicants.

### **7.5. Selection Process**

When two candidates are equally successful at the end of the selection process, preference will be given to the one who has self-identified from an equity-seeking group during the application process and in line with the Library's commitment to IDEA.

### **7.6. Conditional Offer**

All final offers of employment are made in writing and prepared by Human Resources. Human Resources are to ensure that an offer letter and supporting documentation is forwarded to the successful candidate and employment documentation is signed by both the hiring department and the candidate. Human Resources ensure all relevant qualifications of the successful candidate are confirmed by receiving copies. As part of this step candidates will also be required to complete the following:

- Reference checks from previous employer(s), academic institution, personal references or other suitable references
- Written proof of full vaccination
- Criminal Record Check Level 1, Criminal Record and Judicial Matters Check Level 2, or Vulnerable Sector Check Level 3, payable at the candidate's expense

### **7.7. Onboarding**

Once these conditions have been approved, an onboarding process is the last step to prepare for the hiring start date. When the start date is established, the candidate will be contacted by Human Resources staff with the onboarding date. Additional hiring paperwork and training will be provided at the orientation.

### **7.8. Identifying Employment of Employee Relatives**

All candidates will be given an equal opportunity for employment regardless of relationship to either an employee or elected official. As part of any recruitment, all candidates will be required to disclose the names of relatives where a conflict of interest, direct or indirect reporting relationship may be created. Refer to the SMT - 02 Employment of Relatives Policy

### **7.9. Maintaining Confidentiality**

The Library's recruitment practices comply with MFIPPA. Rules governing the collection, release, storage, securing and destruction of private and confidential information acquired during the recruit process, are strictly adhered to.

### **7.10. Prohibiting Favouritism or Discrimination**

Favouritism or discrimination is strictly prohibited in the recruitment process. It is understood that elected officials, appointed officers, employees of the Library or other parties shall not attempt, in any way, to influence the hiring of any applicant that is not consistent with this policy. 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.

## **8. Promoting Employee Retention**

Engaged employees are committed to organizational success and are the precursor to customer service excellence. Employee engagement and retention is supported through various strategies and mechanisms some of which include:

- 8.1.** A positive and supportive workplace culture that values diversity of individuals, ideas, inclusive participation, and nurtures a sense of belonging and purpose.
- 8.2.** Learning and development opportunities
- 8.3.** Employee wellness programming

## **9. Providing Accommodation**

All applicants are encouraged to advise Human Resources of any accommodations needed during the recruitment and selection process to ensure a fair and equitable process. Please email a letter to [careers@bramlib.on.ca](mailto:careers@bramlib.on.ca) for requesting all accommodations. State the accommodation you are requesting and identify your functional abilities. You may also be required to provide a functional capacity assessment once you're hired. We will respond to your request in a reasonable amount of time.

## **10. Upholding Disclosure**

Where a current or prior relationship exists with an Applicant and a member of the hiring panel, that could bring bias, favouritism or cause discrimination, the members of the hiring

panel shall disclose the relationship to avoid a conflict of interest.

Alternate arrangements will be made to ensure the integrity of the process is maintained.

## **11. RESPONSIBILITY**

### **11.1. Senior Leadership Responsibilities**

- Champion this policy and practices
- Hold hiring managers accountable to be aware of and comply with this policy/procedures, legislation and collective agreements

### **11.2. Human Resource Responsibilities**

- Ensure consistent application and compliance of the policy/procedures, collective agreement and legislation
- The Library will strive to create a diverse panel to conduct interviews and selection
- Manage employment contract negotiations and new hire requisitions
- Provide advice on the recruitment and selection process to the hiring committee
- Support hiring committees by providing education and training
- Work collaboratively with the hiring department to develop and administer recruitment criteria and candidate assessments
- Establish and maintain employment recruitment files

### **11.3. Hiring Manager Responsibilities**

- Identify any potential conflict of interest with a candidate
- Ensure that they are responsibly carrying out the hiring process and are accountable for adherence to the policy, collective agreement and legal requirements of employment and hiring decisions
- Ensure consistent application and compliance with procedures and related policies, collective agreement and legislation
- Work with Human Resources to consider current and future workforce planning needs and opportunities
- Initiate the hiring process by submitting employment requisition notice to Human Resources
- Work collaboratively with Human Resources to develop and administer recruitment criteria and candidate assessments
- Make the hiring decision in consultation with the hiring committee and Human Resources

- Work with relevant stakeholders to ensure new hires are equipped with the appropriate resources and training needed to do their job
- Disclose if they have a conflict of interest related to the Code of Conduct and/or Hiring and Nepotism policy

#### **11.4. Hiring Panel Members Responsibilities**

- Identify any potential conflict of interest with a candidate.
- Participate in the interview(s) and provide an objective and thorough assessment of potential candidates related to job requirements and selection criteria
- Comply with this Policy and other applicable policies, collective agreement and legislation
- Ensure all panel members have received training on unconscious biases before participating
- All panel members must encourage diversity and actively discourage discrimination
- Consider all available evidence for each applicant and that selection is based on merit
- Maintaining a strict confidentiality and following the selection process; and signing off on the evaluation rubric

#### **11.5. Applicant Responsibilities**

- Ensure they apply to a position within the timeframe specified on the job advertisement
- Apply to the job posting that closely matches their knowledge, skills, abilities, education, experience, and overall qualifications
- Provide truthful information and accurate documentation through the entire recruitment process
- Advise Human Resources where an accommodation is needed during the recruitment and selection process
- Maintain confidentiality regarding the recruitment process; and disclose any potential conflict of interest at the beginning of the recruitment process
- Applicants will be given the choice to self-identify if they are from an equity seeking group in the application process

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

**13. RELATED POLICIES**

SMT - 02 Employment of Relatives Policy

This policy is available in alternative formats upon request.