

Date: 2023-06-07

Subject: **Recruiting and Retaining Top Talent Policy: 2023 Review**

Contact: Cynthia Ogbarmey-Tetteh, Director, Human Resources

Report Number: Corporate Support Services-2023-532

Recommendations:

1. That the report from Cynthia Ogbarmey-Tetteh, Director, Human Resources, to the Committee of Council Meeting of June 21, 2023, re: **Recruiting and Retaining Top Talent Policy: 2023 Review**, be received.
2. That the revised Recruiting and Retaining Top Talent Policy - HRM 160 as set out in Appendix A, be approved effective August 1, 2023.

Overview:

- **The City of Brampton’s Recruiting and Retaining Top Talent Policy sets out the principles, roles and responsibilities governing Recruitment at the City of Brampton to ensure equity, diversity and inclusion, objectivity, consistency, and transparency.**
- **Council approved the Current Recruiting and Retaining Top Talent Policy – HRM 160 on December 11, 2019, with an effective date of January 1, 2020. The revision focused on enhancing accountability mechanisms, transparency, and equity in the hiring process.**
- **A policy review has occurred to ensure relevance in supporting the City of Brampton’s current recruitment efforts in a highly competitive labour market and from an equity lens.**

Background:

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.

The Recruitment and Retaining Top Talent Policy came into effect January 1, 2020.

The 2020 policy revisions included specific improvements based on the work plan commitments made in the City’s Workplace Diversity and Inclusion Strategy to improve accountability mechanisms, transparency and equity in the hiring process which included:

- Relatives of senior leaders, Members of Council, employees in the Human Resources division, a hiring manager where their relative would work in the same department are not permitted to apply for employment with the City.
- Employment and internal movement of relatives is permitted only in specific circumstances outlined in the policy, and requires written approval of the CAO, department head, and Human Resources.
- Vacant positions greater than one year, whether permanent or temporary, will be recruited. Exceptions require written approval of the department head and Human Resources.
- Language and concepts reflect an equity, diversity, and inclusion lens.
- Definition of “relative” now includes “chosen family”.
- Where practical, interview panels will be gender balanced.

Current Situation:

Through research, feedback and benchmarking with eleven (11) municipalities or public service organizations, enhancements have been proposed to ensure the City remains adaptable to the changing talent landscape and to ensure a fair, transparent and equitable recruitment process. The research included the Ontario Human Rights Code as it relates to employment, specifically recruitment.

The following table outlines the recommendations put forth by staff:

| Provisions | Recommended Change |
|--|---|
| <p>Section 5.1 Equity, Diversity, and Inclusion</p> | <p>To allow the City of Brampton to identify and implement strategies to promote equity, diversity, and inclusion specifically through demographic representation of underrepresented groups, use of candidate self- identification survey tool.</p> <p>This is a part of the work plan commitment made in the Workplace Diversity and Inclusion Strategy to monitor the demographic representation of underrepresented groups and addresses the Brampton City Council motion passed on June 16, 2021, specifically, Equity Principles in the City's Recruitment,</p> |

| Provisions | Recommended Change |
|--|---|
| | Hiring and Promotion of Staff and the collection and use of the information. |
| 6.5 Eligibility for Re-Employment | <p>To allow for greater flexibility and to support the rehiring of employees to fill critical or hard to fill roles were there is a shortage of skills in the market.</p> <p>The new language provides handling guidelines on rehiring of former employees.</p> |
| 6.5 Employment of Employee Relatives | <p>To allow for greater efficiency the signing authority on the candidate disclosure form has moved from CAO through delegated authority to Department Head (Commissioners, General Manager, Fire Chief) and Director of Human Resource.</p> <p>To promote youth opportunities consistent with the City’s vision and Ontario Human Rights Code Section 24(1)(d) which specifically permits employers to grant or withhold employment or advancement in employment to someone who is the spouse, child, or parent of the employee. For example, an employer could have a policy providing preferential treatment to children of current employees for summer employment. Considering this provision, an amendment is to allow the employment of summer students who are related any staff member, including a Senior Leader, a member of the Human Resources Division, a Hiring Manager where the student would work in the same Department, and a Member of Council.</p> <p>To allow greater flexibility to fill “hard-to-fill roles” and critical roles due to a shortage of talent in the market, exceptions may be considered with approval from the Chief Administrative Officer and Director, Human Resources to hire a relative in the following area: 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.</p> |
| 7.3 – 7.5 Mandatory Recruitment and Diversity Learning Series | Mandatory training ensures all hiring committee members are trained to understand the importance of a diverse workforce and the impact that unconscious bias and other barriers can have when recruiting talent. |

Corporate Implications:

Financial Implications:

The proposed changes will not require additional funding

Term of Council Priorities:

This report supports the Council’s Priority of being a well-run City

Conclusion:

This policy is intended to guide the attraction and retention of talent while ensuring a fair, transparent, and equitable recruitment process. The policy considers the changing talent landscape and allows for greater flexible where required to ensure the city can attract and retain the best talent

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Approved by:

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Attachments: 1 – Recruiting and Retaining Top Talent Policy